



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Canada Border Services Agency Q1 Financial Situation Report

FIMC

August 15, 2019

Apollo # :

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Financial Situation Summary

FCMB Projection:

- **Vote 1 surplus at year-end**, based on a forecasted **surplus of \$107.5M salary** and a **deficit of \$105M non-salary**, total forecasted unencumbered **surplus of \$2.5M**:
 - Branch forecasts indicate an overall surplus at year end which is supported by FCMB analysis; and
 - Irregular Migration Business Plan is being finalized summer 2019; forecast adjustments may reduce Agency's Vote 1 surplus.

Recommendation: Approve identified branch requests and pressures on next slide (slide 3); branches to finalize irregular migration business plan and associated budget allocation and forecast / net position updates (Q2)

- **Vote 5 surplus at year-end**, based on a forecasted **surplus of \$10.5M salary** and a **surplus of \$10.7M non-salary**, total forecasted unencumbered **surplus of \$21.2M**:
 - Anticipated net position indicates a surplus of \$64.5M, this funding is largely encumbered for projects and 2020-21 financial requirements, resulting in an unencumbered surplus of \$21.2M; and
 - The Agency's investment plan is currently fully allocated this fiscal; in addition, reprofile requests summer 2019 and earmarks for internally funded projects may be required and would reduce the Agency's perceived Vote 5 flexibility

Recommendation: Approve identified branch requests and pressures on next slide (slide 3); Integrated Project Management Committee to review project statuses Q2/Q3 and provide advice regarding any corrective action that is required to minimize encumbered lapses going forward toward transition to 1 year appropriation



Resourcing Strategy

Resourcing Strategy (In Millions)	Vote 1			Vote 5		
	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Net Position (BPC)	87.2	-169.9	-82.7	1.4	0.0	1.5
Adjustments (p.49)	115.8	108.3	224.1	16.5	46.5	63.0
Adjusted Net Position	203.0	-61.6	141.4	18.0	46.5	64.5
Earmarked						
TB Funded Projects	14.6	29.1	43.7	7.5	18.6	26.1
E-Manifest	3.9	2.8	6.6			
Base Branch Allocation required for 2020-21	62.6		62.6			
Innovation Solution Canada Funding		1.3	1.3			
ISTB/Trav/C&T Realign	8.4	0.3	8.7			
MYLP TB # 2 contingency		2.0	2.0		0.2	0.2
Known Traveller Digital Identity Pilot (KTDI)	1.3	1.6	2.9			
Counter Proliferation (I&E)					0.03	0.0
Q1 2019-20 carry forward					10.0	10.0
Reprofile for Burrard Inlet Fixed LSI unit					7.0	7.0
Division 9 (to be allocated)	0.3	0.1	0.3			
Earmarked in reserve: Irregular migration 2018-19 C/	4.4	2.2	6.6			
PILT Surplus (forecast missing)		4.1	4.1			
Total Earmarked	95.5	43.4	138.9	7.5	35.8	43.3
Adjusted Net Position Available for Allocation	107.5	-105.0	2.5	10.5	10.7	21.2
Branch Requests to Keep Surplus						
President's office	0.2		0.2			
Legal - Legal Cost Recovery Account		1.7	1.7			
Legal - Division 9	0.03		0.0			
Strategic Policy	1.2	0.7	1.9			
Sub Total	1.5	2.4	3.9			
Funding Requests						
CRA Excise Tax - Cannabis ISTB	0.4	0.1	0.6		0.2	0.2
SSC Program of Work ISTB		1.2	1.2			
CRA MOU Controlled Fund Pressure ISTB		0.9	0.9			
Strategic Workforce Management HRB	0.8	0.1	0.9			
Human Resources Business Transformation team HRB			0.4			
Awards & Recognition Program (retroactive) HRB	0.3	0.1				
Awards & Recognition Program (retroactive) HRB	0.1	0.7	0.7			
Student Border Services Officer HRB	0.3	0.2	0.6			
Indigenous Training Strategy HRB	0.2	0.4	0.6			
Implementation of the National Integrity Centre of Expertise HRB	1.4	0.2	1.6			
Employment Assistance Program HRB		0.4	0.4			
Mandatory Training Leadership Program HRB		0.2	0.2			
POE Funding (Atlantic region) Transfer from PSPC					0.3	0.3
FCMB (MORE DETAIL NEEDED)						
Fleet Controlled Fund - African Swine Fever					0.5	0.5
Sub Total	3.5	4.4	7.9		0.9	0.9
Final Net Position	102.5	-111.8	-9.3	10.5	9.8	20.3
Conversion	-88.0	111.8	23.8			
Final Net Position (converted)	14.5		14.5	10.5	9.8	20.3

- Human Resources Branch has a \$3.8M pressure for the Modular Range at the College. HRB in collaboration with Real Property will put forward a 2019-20 Investment Proposal in September.
- \$3.4M of Vote 1 earmarked is related to Maintenance within TB funded projects.

Item	Branch	Salary	Non Salary	Vote 1
Branch to Branch - Budget Transfers				
Guns and Gangs	Audit	-0.1	-0.0	-0.1
	OPI	0.1	0.0	0.1
Policy Division	I&E	-2.3	-0.2	-2.5
	SPB	2.3	0.2	2.5
Cannabis contingency	I&E		-1.9	-1.9
	Reserve		1.9	1.9
Radio Controlled Fund Surplus	ISTB		-1.4	-1.4
	Reserve		1.4	1.4
A-Base to B-Base - Budget Transfers				
Toronto Bail Program (A-Base) to	I&E (A-Base)		-1.2	-1.2
Alternative to Detention (B-Base)	I&E (B-Base)		1.2	1.2

For Approval

Decision 1A. Approve Branch Requests to retain Vote 1 surplus funding totaling \$3.9M, pending Q2 forecast refinement

Decision 1B. Approve Funding Requests of \$8.8M (V1: \$7.9M, V5: \$0.9M); provide authority to allocate ISTB/Traveller/Commercial and Trade realignment up to \$8.7M with budget transfer approval from three respective VPs

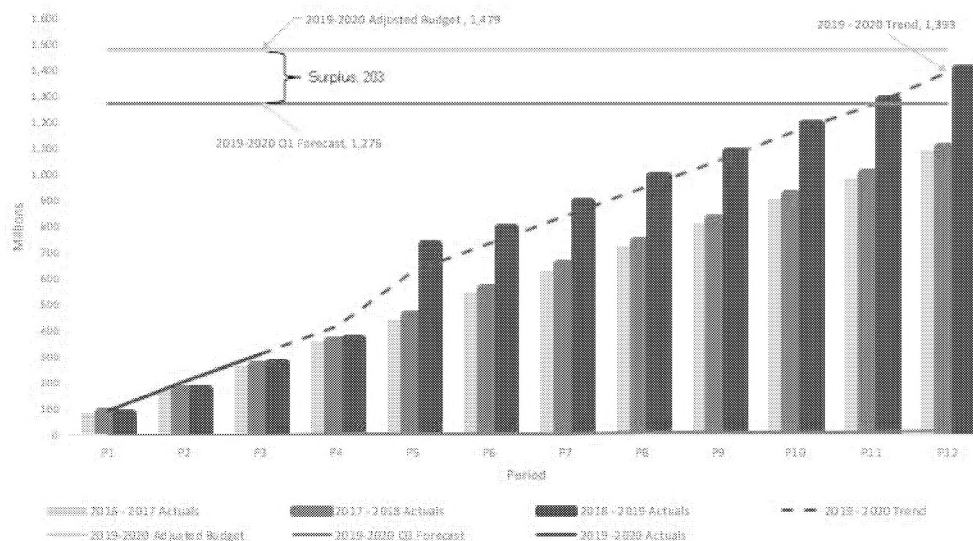
Decision 2A. Approve identified Branch to Branch Transfers

Decision 2B. Approve A-Base to B-Base transfer for the Toronto Bail Program \$1.2M



Vote 1 - Financial Situation

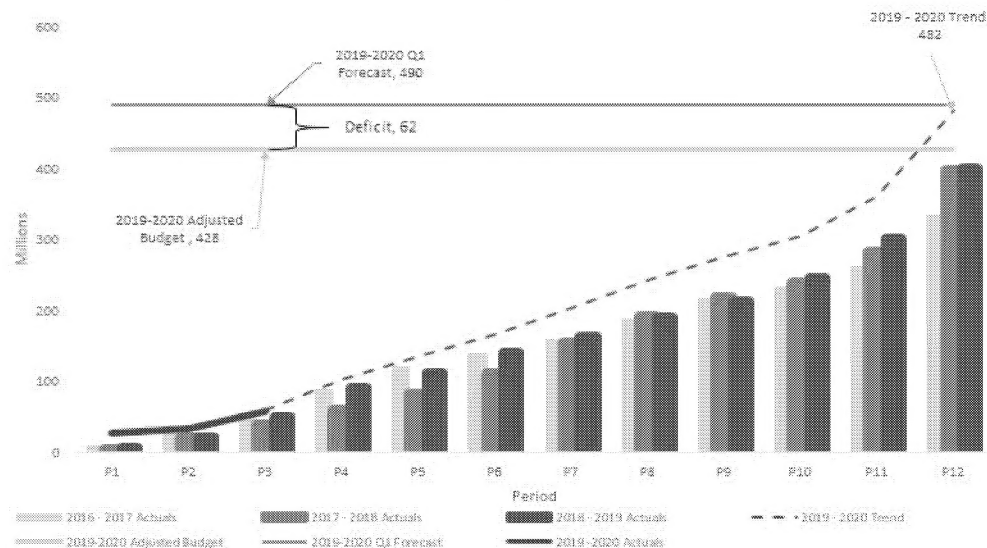
Vote 1 Salary



Salary

- The Agency forecasts a **surplus of \$203M** of which **\$95.5M is earmarked** resulting in an **available surplus of \$107.5M**;
- Earmarked items include financial requirements for 2020-21 \$62.6M, TB funded projects \$14.6M, funding for the realignment of ISTB, Traveller and Commercial Trade \$8.4M, eManifest \$3.9M and the Irregular Migration carry-forward from 2018-19 \$4.4M; and
- Available surplus may be required to offset forecasted non salary deficit

Vote 1 Non Salary



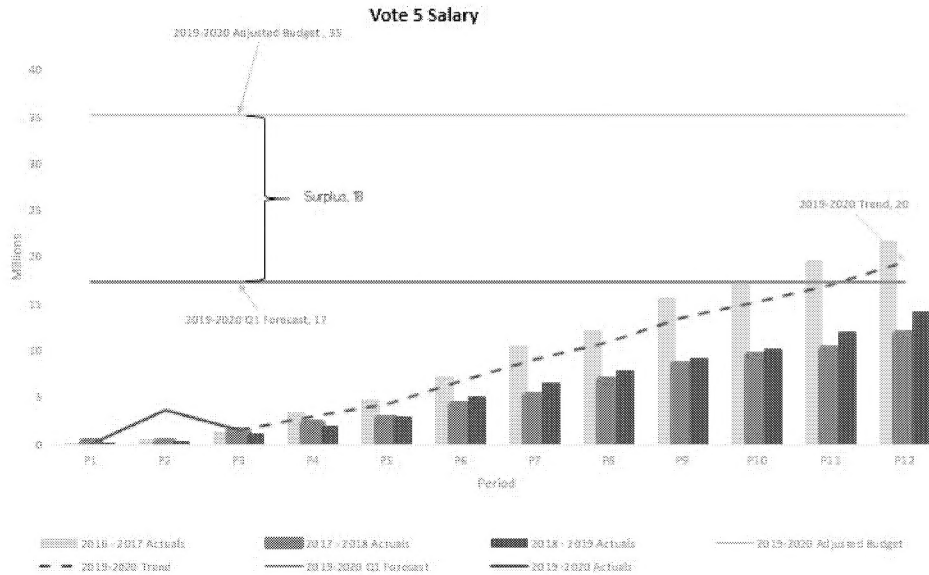
Non-Salary

- The Agency forecasts a **deficit of \$61.6M**, including **earmarked items \$43.4M** increases the **deficit to \$105M**;
- Deficit is primarily driven by the carryforward and over-programming \$74.3M
- Expenditures plus commitments total \$353.8M (expenditures \$58.7M; commitments \$295.1M), forecast of \$489.7M includes \$135.9M of soft commitments

Action Item 1A. Forecasted Vote 1 surplus at year end \$141.4M is **7% of adjusted budget**, and outside the **OBCF limit of 5%** to which the Agency will be held to in 2020-21; branches to update budgets, commitments, and forecasts in preparation for mid-year review

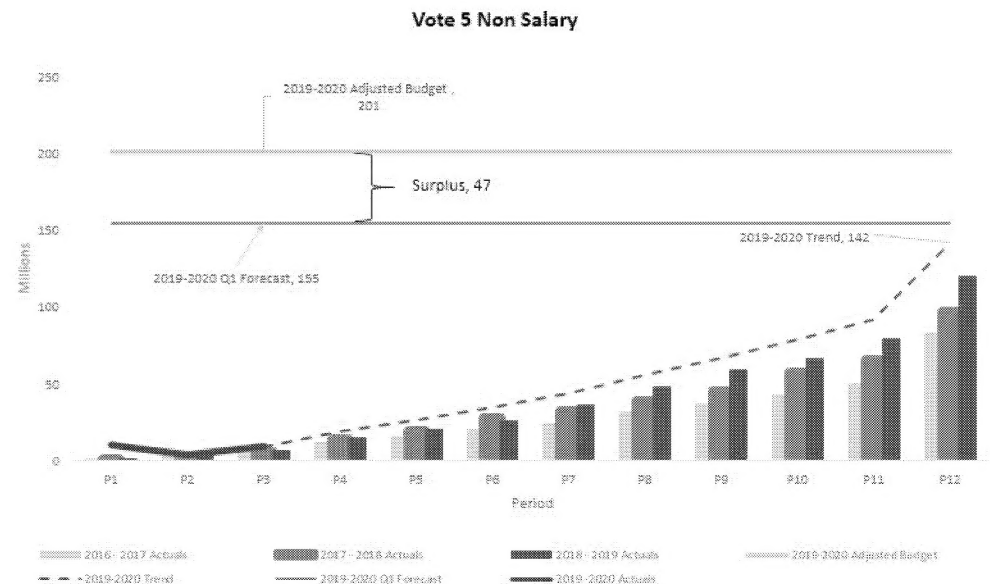


Vote 5 - Financial Situation



Salary

- The Agency is forecasting a **surplus of \$18.0M** of which **\$7.5M is earmarked** for TB funded projects resulting in an **available surplus of \$10.5M**;
- Review continues on anticipated budget allocation for CARM and PPP which is expected to further reduce the available surplus



Non-Salary

- The Agency is forecasting a **surplus of \$46.5M** of which **\$35.8M is earmarked** primarily for TB funded projects resulting in an **available surplus of \$10.7M**;
- PMI forecast adjustment / proposed reprofile will further reduce the available surplus by \$5.3M

Action Item 1B. Forecasted Vote 5 surplus at year end \$64.5M is **27% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held to in 2020-21; Branches/OPIs to update budgets, commitments, and forecasts in line with the approved capital plan in preparation for mid-year review.



Functional Portfolio Dashboard

2019-20 Financial Situation (in Millions)					Key Metric Volumes ²												
Program Inventory		Vote 1 Net Position	Vote 5 Net Position	Metric	2018-19					2019-20							
					Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Intelligence & Enforcement (Border Management)	Targeting	▲ \$3.3M	▲▲ \$3M	To be confirmed													
	Intelligence Collection & Analysis	▲ \$7.3M	▲▲ -5.1M	IMS cases opened	11,250	2,659	2,840	2,501	3,250	9,700	2,069	2,069	-	-	-	▲▲	0.78
	Security Screening	▲▲ -5.0M		IMS activities count	19,048	4,497	4,420	5,387	4,744	17,500	3,331	3,331	-	-	-	▲▲	0.74
	Total	▲ \$10.5M	▲▲ -2.2M	To be confirmed													
Intelligence & Enforcement (Border Enforcement)	Immigration Investigations	▲▲ \$2.9M	▲▲ \$0.0M	Concluded Immigration Investigations	22,164	5,098	4,757	5,208	7,101	20,300	6,418	6,418	-	-	-	▲	1.26
				A44 reports written inland	13,445	2,980	4,109	3,556	2,800	8,610	4,143	4,143	-	-	-	▲	1.39
	Detentions	▲ \$5.3M		Number of detention days (IHC) – Regions	55,324	15,193	14,623	12,367	13,141	65,862	14,157	14,157	-	-	-	▲▲	0.93
				Number of detention days (Non-IHC) – Regions	67,966	17,995	17,225	16,621	16,125	61,912	17,469	17,469	-	-	-	▲▲	0.97
	Hearings	▲▲ -5.3M		Immigration division	12,751	3,349	3,146	3,154	3,102	9,510	3,362	3,362	-	-	-	▲▲	1.00
				Immigration appeal division	10,193	2,777	2,568	2,485	2,363	7,620	2,656	2,656	-	-	-	▲▲	0.96
				Refugee protection division	29,738	7,934	6,667	5,866	9,271	1,000	8,763	8,763	-	-	-	▲	1.10
				Refugee appeal division	274	76	53	74	71	40	27	27	-	-	-	▼	0.36
	Removals	▼ -5.2.1M		Number of removal cases prepared ³						5,640							
				Number of Risk-based escort removals ³						1,519							
				Number of unassisted removals ³						4,991							
				Number of Inland Removals ³	6,430	1,225	1,464	1,403	2,338	4,310	1,660	1,660	-	-	-	▲	1.36
			Number of Port of Entry Removals ³	3,178	811	968	662	737	3,010	749	749	-	-	-	▲▲	0.92	
			Cases opened	368	111	81	78	98	660	111	111	-	-	-	▲	1.00	
			Cases referred to the public prosecution service of Canada (PPSC)	150	41	47	29	33	300	43	43	-	-	-	▲	1.05	
	Total	▼ -5.0M	▲▲ -2.2M														
Traveller	Traveller Facilitation & Compliance	▲ \$5.2M	▲▲ \$10.7M	Number of travellers processed	96,519,318	24,869,337	30,162,501	20,951,509	20,535,971	99,731,409	25,029,059	25,029,059	-	-	-	▲▲	1.01
				Number of Immigration Exams	2,016,198	546,662	661,065	419,961	388,510	1,951,538	338,320	338,320	-	-	-	▼	0.62
				Number of Customs/ODG Examinations	1,331,283	347,317	369,264	307,185	307,517	1,311,065	314,875	314,875	-	-	-	▲	0.91
	Trusted Traveller	▲ \$1.7M	▲▲ \$2.2M	Number of trusted travellers processed	9,910,298	2,544,032	2,592,713	2,400,968	2,372,585	9,818,006	2,605,844	2,605,844	-	-	-	▲▲	1.02
				Number of risk assessments completed (new, maintenance, and periodic)	700,262	144,647	139,131	167,608	248,876	931,797	116,759	116,759	-	-	-	▲▲	0.81
	Total	▲ \$6.9M	▲▲ \$12.9M	Number of completed enrolment interviews	215,727	64,300	58,108	50,039	43,280	149,570	59,981	59,981	-	-	-	▲	0.93
Commercial & Trade	Commercial-Trade Facilitation & Compliance	▼ -5.4M	▼ -9.3M	Number of commercial releases (all modes)	21,739,228	5,544,816	5,318,824	5,675,784	5,199,804	21,773,440	5,236,028	5,236,028	-	-	-	▲	0.94
				Number of parcels (postal)	79,764,746	21,225,435	20,248,972	19,494,506	18,795,633	80,027,526	21,571,235	21,571,235	-	-	-	▲	1.02
				Number of verifications	1,403	296	309	332	466	1,625	319	319	-	-	-	▲	1.08
				Number of B2s	211,031	61,886	50,048	48,158	50,939	180,242	54,420	54,420	-	-	-	▲	0.88
	Anti-dumping & Countervailing	▲ \$1.6M		To be confirmed													
				Total number of FAST passages CSA transactions (all modes) ³	926,283	244,302	224,749	226,805	230,427	25,739	237,813	237,813	-	-	-	▲	0.97
	Trusted Trader	▲ \$3.7M	▲▲ \$2.2M	Number of new applications (PIP and CSA)	166	37	40	47	42	125	40	40	-	-	-	▲	1.08
	Total	▲ -5.1M	▼ -9.1M	Number of revalidation	396	150	86	102	58	323	59	59	-	-	-	▼	0.39

Agency is projecting a **surplus of \$7.4M** in Vote 1 (Operating) among the core functional portfolios:

- **Intelligence & Enforcement**, forecasts a **surplus of \$10.5M** in **Border Management** offset by a **deficit of \$10M** in **Border Enforcement**; volumes as compared to last year see a decrease in IMS cases (74-78%); increases in concluded immigration investigations (126%), A44 reports inland (139%), and Inland Removals (136%)
- **Traveller**, forecasts a **surplus of \$5.2M** in Facilitation and Compliance, and **\$1.7M** in Trusted; number of travellers processed remains consistent with last year (101%) while the number of trusted traveller enrollment interviews is slightly down (93%)
- **Commercial & Trade**, forecasts a **deficit of \$5.4M** in Facilitation and Compliance, offset by surpluses in Anti Dumping and Countervailing **\$1.6M** and Trusted **\$3.7M**; key volume of commercial releases remains consistent, decreases seen in number of B2s (88%) and revalidations (39%).



Planned Staffing

Salary - Vote 1 and 5			
Branch (\$000)	Total Salary Forecast	Planned Staffing	Attrition included in forecast
President's Office	1,406.1		
Audit & Evaluation	4,856.5	412.4	240.0
Legal	647.1	69.0	
CARM Branch	5,450.5		
Finance & Corporate Management Branch	62,703.2	8,551.0	
Human Resources Branch	81,296.3	7,034.1	2,298.0
Strategic Policy Branch	39,379.9	5,445.6	2,300.0
Information, Science & Technology Branch	94,365.7	9,719.0	5,300.0
Chief Transformation Officer Branch	3,359.3	946.8	129.0
Travellers Branch	25,065.0	2,023.3	485.0
Commercial and Trade Branch	42,084.6	4,749.8	
Intelligence & Enforcement Branch	77,059.9	6,765.5	2,300.0
Atlantic Region	60,506.7	1,338.5	
Quebec Region	169,318.3	6,340.8	
Northern Ontario Region	55,149.4	2,638.5	
Greater Toronto Area Region	182,318.3	8,245.1	
Southern Ontario Region	133,371.6	1,742.6	
Prairie Region	96,814.9	5,202.5	
Pacific Region	153,304.0	4,720.3	
Corporate Accounts	4,441.4		
Total	1,292,898.5	75,944.8	13,052.0

Action Item 1C. Based on planned staffing of \$75.9M, an average salary of \$82k, and a proration of FTEs to 0.75, it is estimated that:

- Planned hiring in the regions (500 FTEs) is consistent with previous years (2018-19: 431 indt.; and 87 det.)
- Planned hiring in HQ (761 FTEs) is nearly twice as many as were hired last year (2018-19: 316 indt., and 115 det.)
- Additional emphasis to be placed on HQ branch staffing plans during mid-year review



Financial Situation by Branch – Vote 1

In Millions

Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Actuals as % of Budget	Previous Year Actuals
President's Office	1.7	0.3	0.0	1.4	1.5	0.2	18.9%	1.6
Audit & Evaluation	5.9	1.2	2.4	2.3	5.8	0.1	20.8%	5.8
Legal	16.4	7.2	8.7	0.5	14.7	1.7	43.9%	18.9
CARM Branch	2.1	1.1	0.0	1.0	6.2	-4.1	51.2%	1.3
Finance & Corporate Management Branch	139.7	23.3	62.4	54.0	137.9	1.8	16.7%	104.8
Human Resources Branch	102.9	24.3	15.8	62.9	113.4	-10.5	23.6%	86.30
Strategic Policy Branch	44.88	10.0	1.4	33.44	53.33	-8.4	22.3%	36.9
Information, Science & Technology Branch	240.4	36.9	54.5	149.0	249.4	-9.0	15.3%	227.9
Chief Transformation Officer Branch	4.8	0.5	0.9	3.3	5.0	-0.2	11.1%	3.6
Travellers Branch	32.8	8.2	4.3	20.2	37.3	-4.6	25.0%	38.5
Commercial and Trade Branch	47.2	10.8	3.1	33.3	50.6	-3.4	23.0%	46.8
Intelligence & Enforcement Branch	82.3	20.2	10.2	51.9	91.9	-9.6	24.5%	94.1
Atlantic Region	65.1	15.7	1.4	48.0	65.04	0.0	24.1%	80.4
Quebec Region	182.23	45.51	49.76	87.0	214.73	-32.5	25.0%	242.8
Northern Ontario Region	57.22	13.55	1.41	42.3	59.0	-1.8	23.7%	69.5
Greater Toronto Area Region	216.08	49.73	40.84	125.51	227.40	-11.3	23.0%	242.9
Southern Ontario Region	135.38	33.09	1.47	100.8	137.2	-1.8	24.4%	166.3
Prairie Region	106.67	26.18	9.76	70.7	114.5	-7.8	24.5%	126.1
Pacific Region	163.41	41.0	23.60	98.8	174.0	-10.5	25.1%	204.77
Unallocated Project	86.0			86.0		86.0		
Corporate Accounts	10.5		4.5	6.1	6.4	4.1		8.4
Reserve	163.0			163.0		163.0		-0.0
Corporate Adjustment		1.9	0.0	-1.9				3.6
Grand Total	1,906.7	370.7	296.5	1,239.5	1,765.3	141.4	19.4%	1,811.2

Action Item 1D. While the above Branch and Regional positions indicate several forecast deficits, it is understood that the majority of these are offset by budget distributions from the Reserve which can only be processed once details are received from OPIs (i.e. Budget 2019, Projects, etc.):

- OPIs and Branches to complete allocations to provide a clearer position by branch in support of mid-year review.

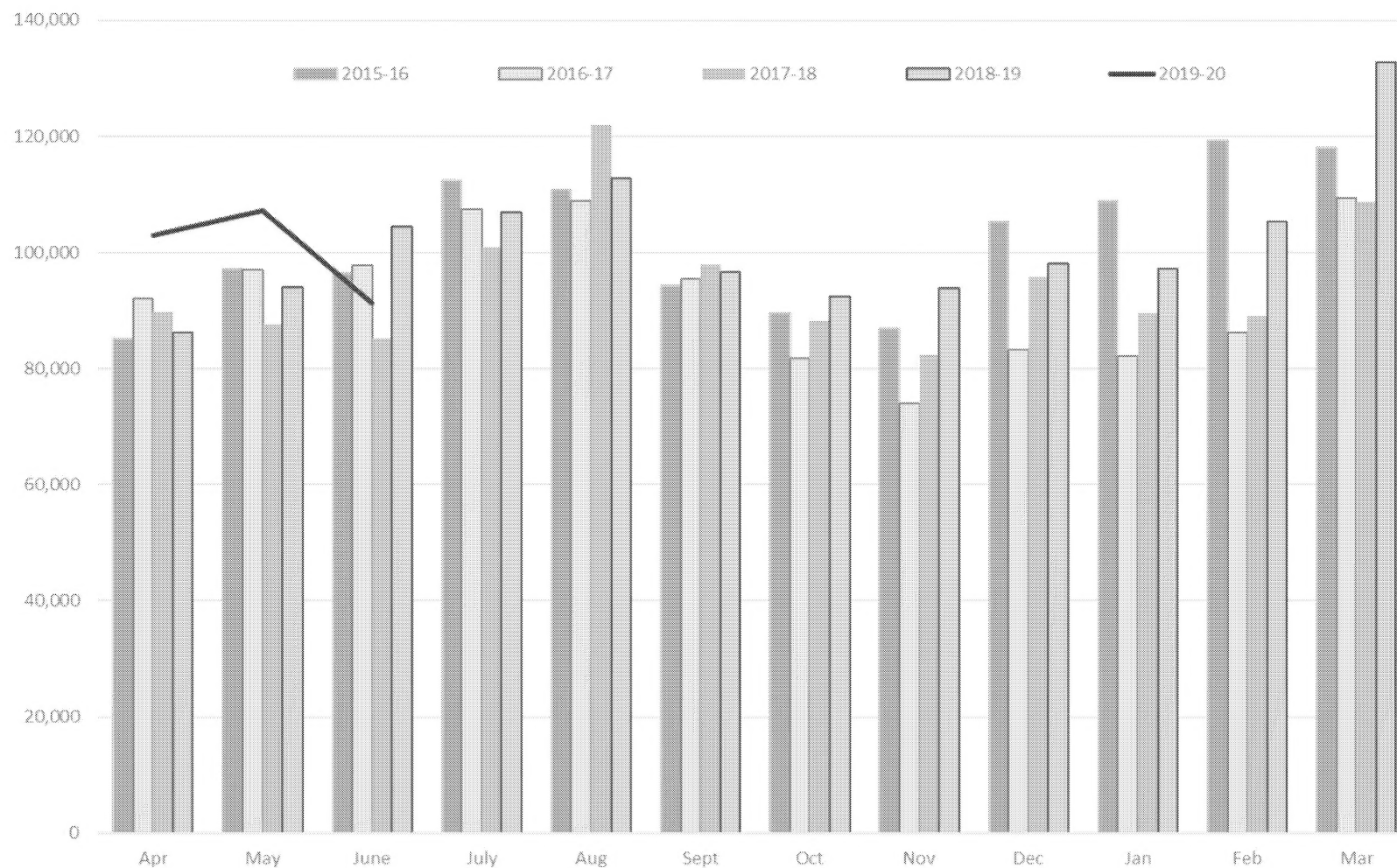
Decision Item 3. Confirm PMA Financial Management commitment is to remain as: “remain within approved budget authorities while maintaining a variance of 3% or less between the 2019-20 Q2 forecast and year-end actual expenditures”

Includes anticipated budget adjustments. See p.49 for details.



Overtime Utilization

OT Hours by Month by Year

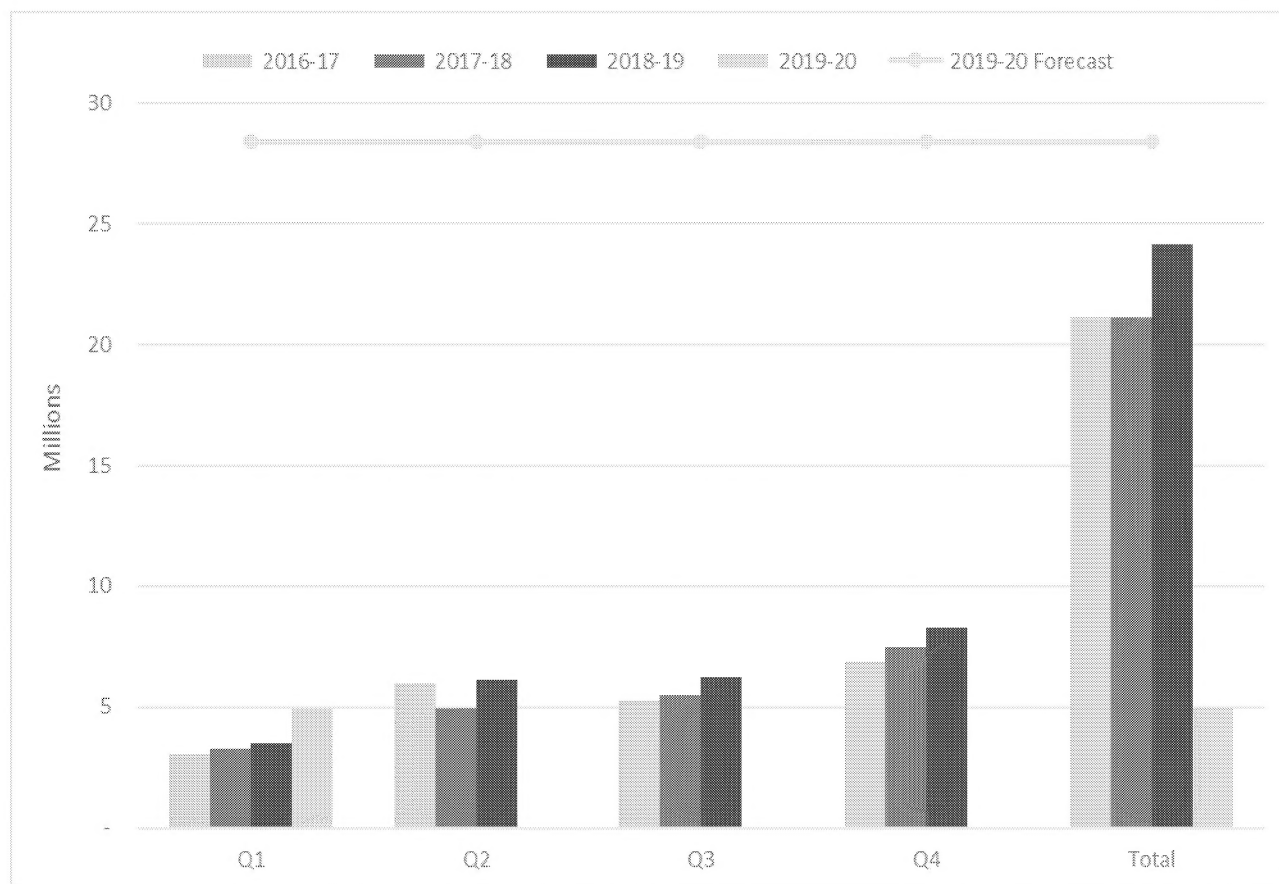


Action Item 2. Overtime Reduction (Gate 1 – Efficiency): \$5.2M reduction applied to budgets effective 2019-20 and ongoing, due to the optimization of staff availability and reduced idle time through more efficient work schedules, overtime and leave management.

- Preliminary Q1 branch/ program indicators are that the reduction will be managed this fiscal
- Monitoring to continue in 2019-20, and integration of savings to be included in efficiency program reporting



Vote Netted Revenue (VNR)



VNR Name	2019-20 Forecast
Broker's Licence Fees	0.5
Canpass - Pr & Cor Air	0.0
Canpass - Private Boats	0.1
Cont. agre. / New & Enhance	2.1
Customs Bonded Warehouse	0.0
Det. Dog Learning Service	0.6
FAST Program	0.3
Fees for Collecting PST	2.9
Food Inspection Fees	3.8
NEXUS Program	14.9
Priority Post Fees	0.5
Priv, Lic & Permits	0.0
Prov Tobac Alch M/L	0.8
Remote Area Border	1.8
Storage Charges - Queen's	0.0
Total	28.4

Action Item 3. Revenue from the sales of services reflects the Agency's forecasted re-spendable revenue, Year-over-year revenue has increased in line with volumes in the NEXUS program:

- Authority is \$18.5M, while re-spend authority is 125% of that amount meaning the re-spendable amount is \$23M;
 - For 2019, the revenue collected amounts to \$24.1M, which is approximately \$1M in excess of TB authorities.
- 3A.** Program OPIs with support of FCMB to develop methodology to forecast VNR; and
- 3B.** FCMB in conjunction with Program OPIs to begin process to increase the Agency's VNR authority.



Additional Points of Interest

Irregular Migration

- Funding of \$76.8M, excluding EBP, PSPC & Accommodations (\$10.5M) and corporate support (\$6.3M)
- Q1 business plan developed to:
 - \$27.2M – primarily Lacolle and Montreal urban processing centre
 - \$11.9M – force generation adjustment
- Finalized business plan expected summer 2019, including both remaining \$37.7M and PI alignment adjustments (anticipate separate FIMC discussion August 15, 2019)
- With a full business plan, Q2 anticipates a reduction in the Agency projected surplus

Mandatory Vacation and Compensatory Leave Cash Out

- TBS put mandatory pay-out action on hold for fiscal years 2017-18 and 2018-19, based on ongoing issues with the Phoenix Pay System and the workload of compensation advisors
- Next automatic cash out of excess hours, in most cases, will be on March 31, 2020
- Potential liability impact under review for identification in Q2



Financial Management Plan Update

- **Improved guidance** updated maintenance and transfer guide to align with functional model, including detailed steps for Program Inventory transfers;
- **Enhanced budget transparency and accountability** quarterly multi-year budget delegation letters include functional budgets across the agency, while planning guidance aligns budgets to functional VPs;
- **Integration of financial and non-financial information** at the Program Inventory level for key functional portfolios (Traveller, Commercial & Trade, and Intelligence and Enforcement) including volumes, with year over year comparison aligned to financial forecast;
- **Improved functional capacity**, staffing of the Deputy Chief Financial Officer, and completion of an FI-01/FI-02 pools, candidates being on-boarded in Q2/Q3;
- **Actions to minimize lapses and support business planning**, includes call for multi-year financial information for all projects/initiatives, and program inventory budget alignment for Q2.



Decisions & Action Items

- **Decision 1 (Slide 3) - Approve branch funding requests:**
 - ☐ **1A.** Approve branch funding requests to keep Vote 1 surplus funding totaling \$3.9M;
 - ☐ **1B.** Approve funding requests of \$8.8M (V1: \$7.9M, V5: \$0.9M)
- **Decision 2 (Slide 3) - Approve transfer requests:**
 - ☐ **2A.** Approve branch to branch Transfers; and
 - ☐ **2B.** Approve A-Base to B-Base transfer for the Toronto Bail Program
- **Decision 3 (Slide 8) - Approve PMA Financial Management commitment:**
 - ☐ **3.** To remain within approved budget authorities while maintaining a variance of 3% or less between the 2019-20 Q2 forecast and year-end actual expenditures
- **Action Item 1 (Slides 4,5,7,8) - Update budgets, commitments, and forecasts in for mid-year review:**
 - ☐ **1A.** Vote 1 surplus \$141.4M is 7% of adjusted budget, and outside the OBCF limit of 5%;
 - ☐ **1B.** Vote 5 surplus \$64.5M is 27% of adjusted budget and outside the CBCF limit of 20%;
 - Does not align to approved capital plan.
 - ☐ **1C.** Planned hiring in HQ (761 FTEs) is nearly double last year (2018-19: 316 indt., and 115 det.)
 - Additional emphasis to be placed on HQ branch staffing plans during mid-year review
 - ☐ **1D.** OPIs and Branches to complete allocations to provide a clearer position by branch in support of mid-year review.
- **Action Item 2 (Slide 9) - Continue monitoring of overtime utilization in 2019-20, and integration of savings to be included in efficiency program reporting**
- **Action Item 3 (Slide 10) – VNR has increased in line with NEXUS utilization, and in 2018-19 Agency exceeded 125% of authority**
 - ☐ **3A.** Program OPIs with support of FCMB to develop methodology to forecast VNR; and
 - ☐ **3B.** FCMB with Program OPIs to begin process to increase the Agency's VNR authority.



Annex

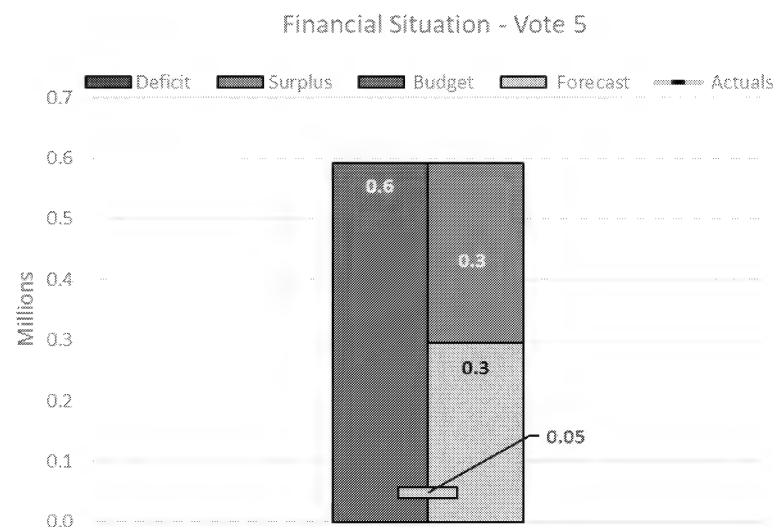
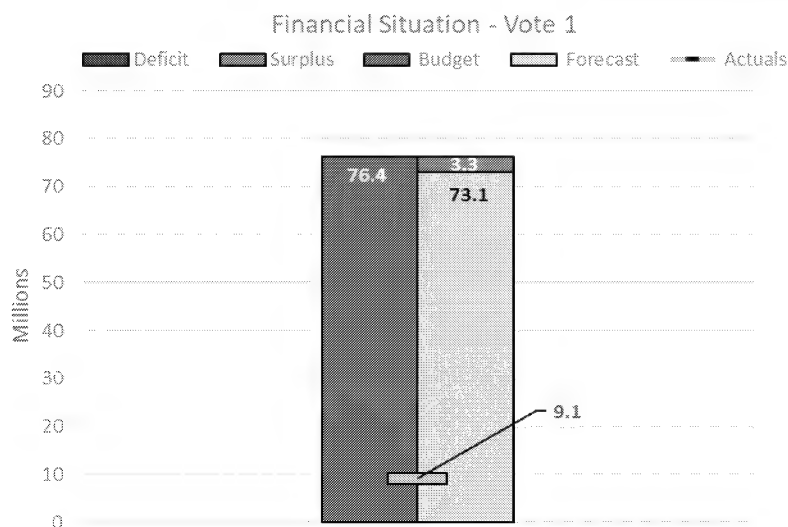


Intelligence & Enforcement Portfolio (Border Management)



Targeting – Financial Situation

Program Delivery 69%
Program Support 31%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Targeting predicts a **surplus of \$3.3M in Vote 1** for the program.

As at **Q1 2019-20** the financial forecast for Targeting predicts a **surplus of \$0.3M in Vote 5** for the program.

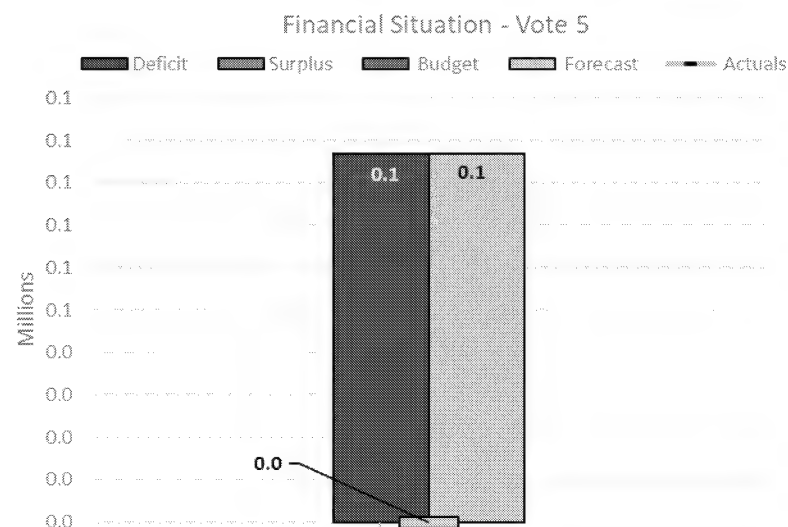
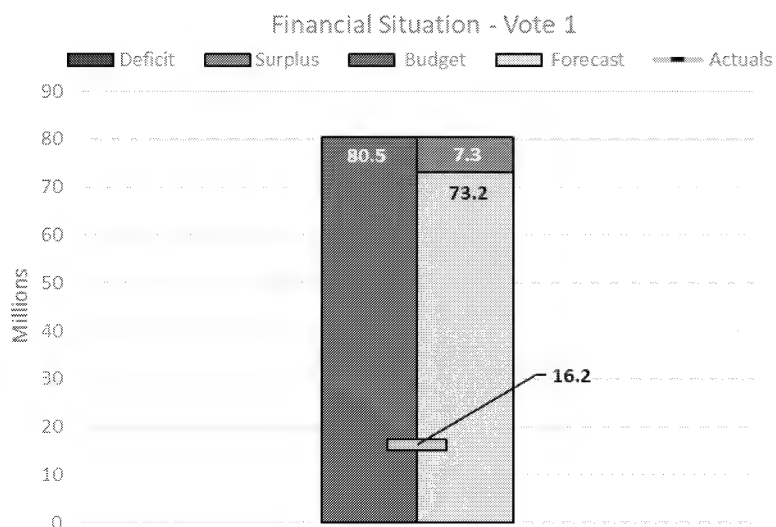
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Intelligence Collection and Analysis – Financial Situation

Program Delivery 93%
Program Support 7%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Intelligence Collection and Analysis predicts a **surplus of \$7.3M in Vote 1** for the program.

As at **Q1 2019-20** the financial forecast for Intelligence Collection and Analysis predicts a **deficit of \$0.1M in Vote 5** for the program.

- Irregular Migration costing is under review for realignment, including PI

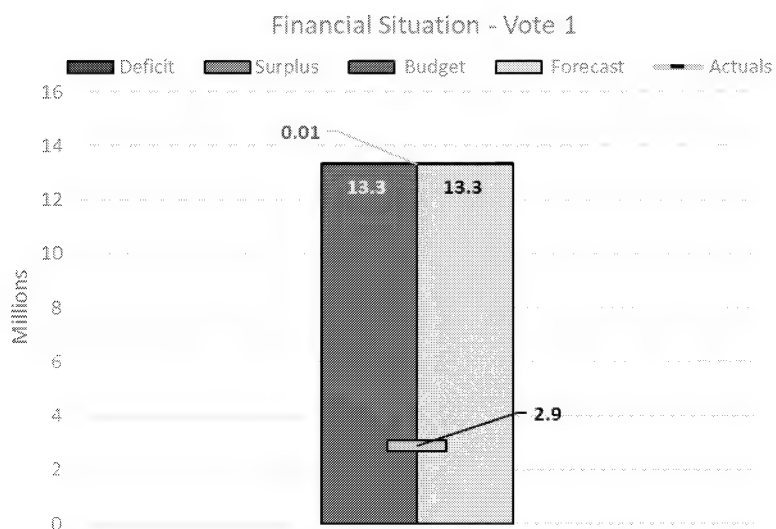
Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
IMS cases opened	11,250	2,659	2,840	2,501	3,250	9,700	9,943	2,069	-	-	-	0.78
IMS activities count	19,048	4,497	4,420	5,387	4,744	17,500	17,137	3,331	-	-	-	0.74

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Security Screening – Financial Situation

Program Delivery 98%
Program Support 8%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Security Screening predicts a **deficit of \$0.01M in Vote 1** for the program.

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.

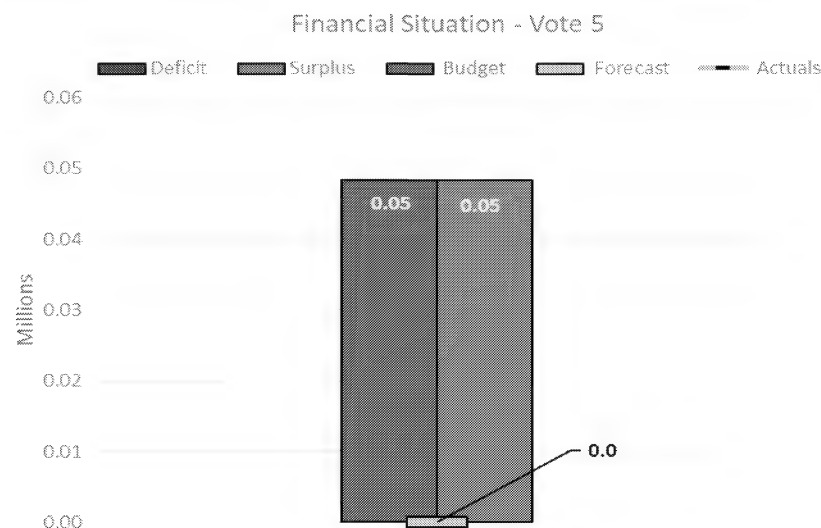
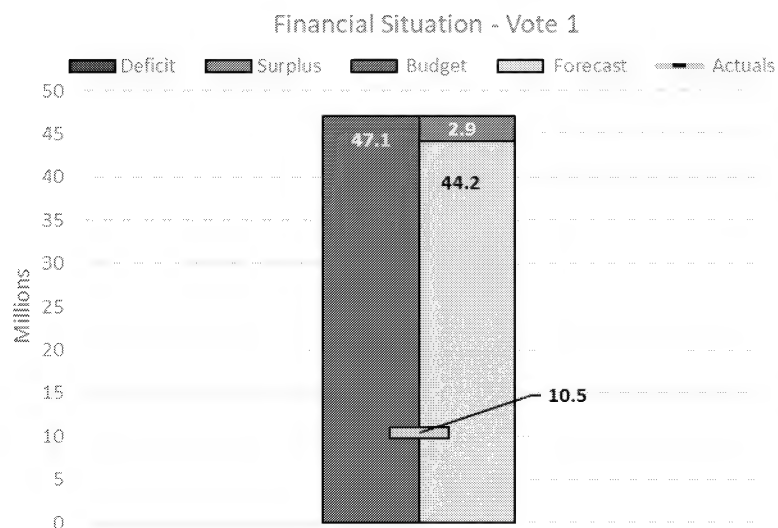


Intelligence & Enforcement Portfolio (Border Enforcement)



Immigration Investigations – Financial Situation

Program Delivery 86%
Program Support 14%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Immigration Investigations predicts a **surplus of \$2.9M in Vote 1** for the program.

- Q1 Forecast does not reflect activities for anticipated funding for Temporary Residence

As at **Q1 2019-20** the financial forecast for Immigration Investigations predicts a **surplus of \$0.05M in Vote 5** for the program.

Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Concluded immigration investigations	22,164	5,098	4,757	5,208	7,101	20,300	20,300	6,418	-	-	-	▲ 1.26
A44 reports written inland	13,445	2,980	4,109	3,556	2,800	8,610	11,759	4,143	-	-	-	▲ 1.39

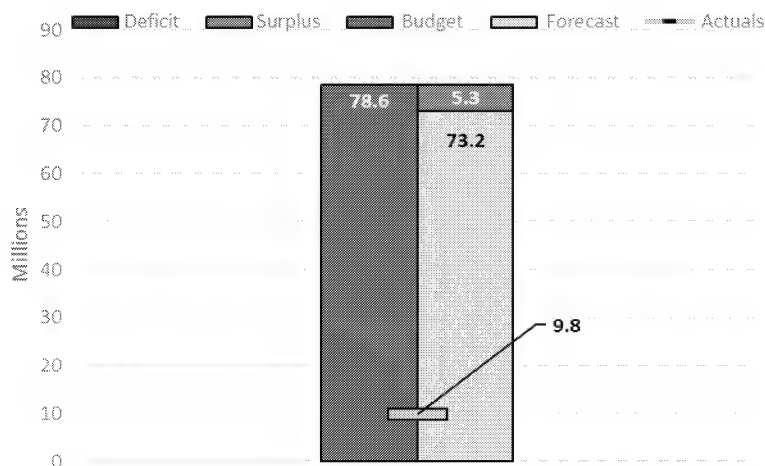
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Detentions – Financial Situation

Program Delivery 90%
Program Support 10%

Financial Situation - Vote 1



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Detentions predicts a **surplus of \$5.3M in Vote 1** for the program.

Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of detention days (IHC) – Regions	55,324	15,193	14,623	12,367	13,141	65,862	65,862	14,157	-	-	-	0.93
Number of detention days (Non-IHC) – Regions	67,966	17,995	17,225	16,621	16,125	61,912	62,812	17,469	-	-	-	0.97

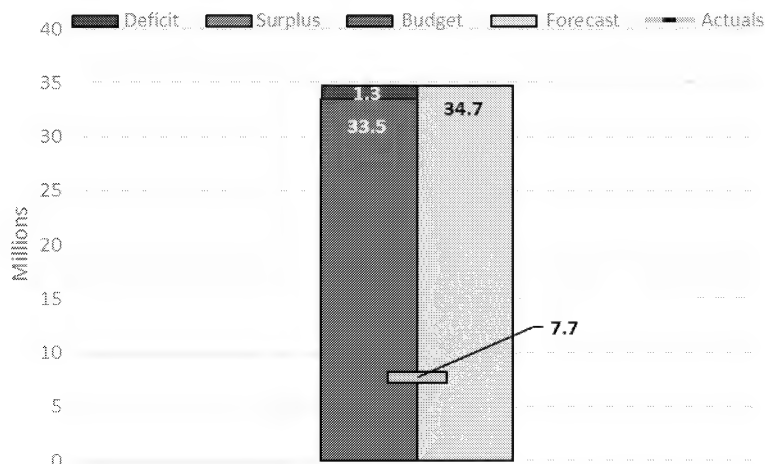
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Hearings – Financial Situation

Program Delivery 87%
Program Support 13%

Financial Situation - Vote 1



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Hearings predicts a **deficit of \$1.3M in Vote 1** for the program.

- Irregular Migration costing is under review for realignment, including PI

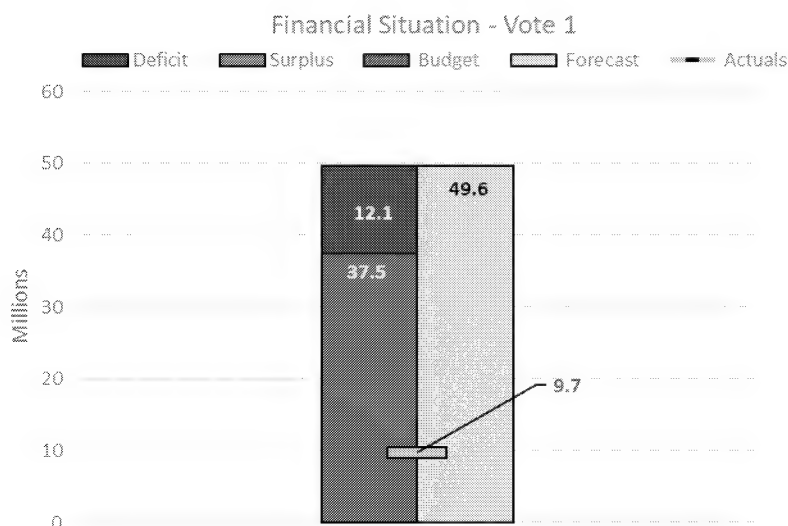
Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Immigration division	12,751	3,349	3,146	3,154	3,102	9,510	10,411	3,362	-	-	-	1.00
Immigration appeal division	10,193	2,777	2,568	2,485	2,363	7,620	6,728	2,656	-	-	-	0.96
Refugee protection division	29,738	7,934	6,667	5,866	9,271	1,000	993	8,763	-	-	-	1.10
Refugee appeal division	274	76	53	74	71	40	186	27	-	-	-	0.36

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Removals – Financial Situation

Program Delivery 92%
Program Support 8%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Removals predicts a **deficit of \$12.1M in Vote 1** for the program.

- Irregular Migration costing is under review for realignment, including PI

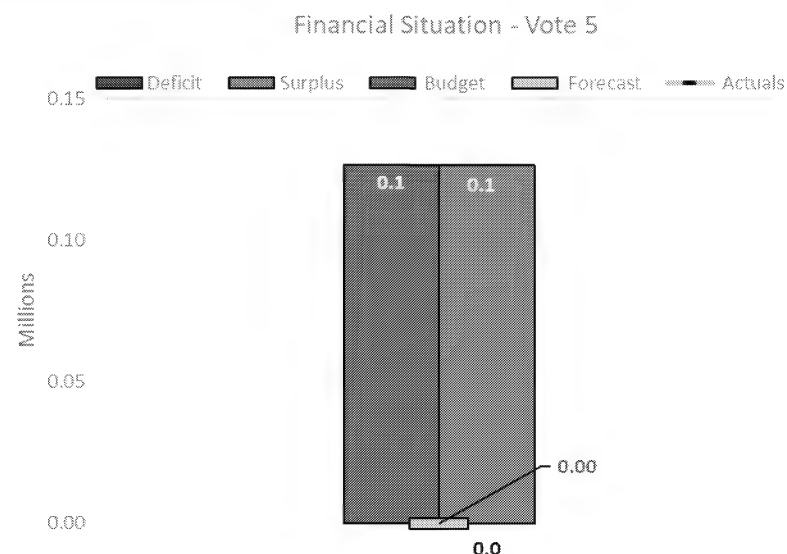
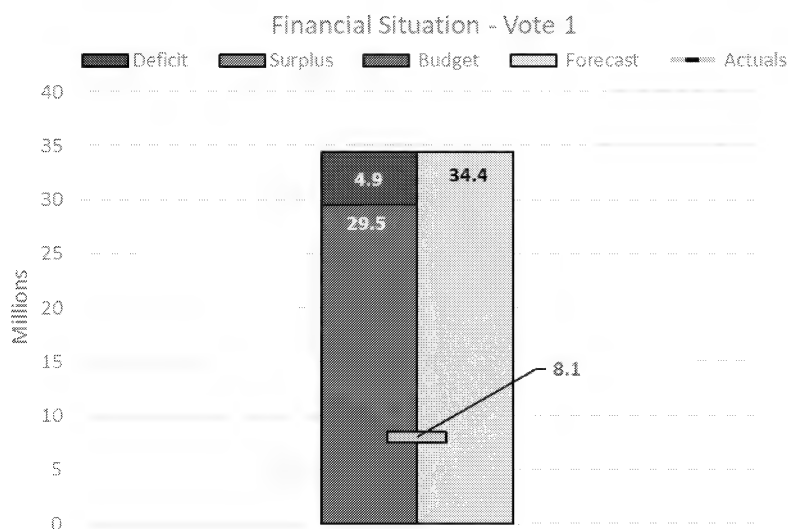
Key Metric Volumes	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of Inland Removals	6,430	1,225	1,464	1,403	2,338	4,310	1,100	1,660	-	-	-	▲ 1.36
Number of Port of Entry Removals	3,178	811	968	662	737	3,010	1,100	749	-	-	-	■ 0.92

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Criminal Investigations – Financial Situation

Program Delivery 86%
Program Support 14%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Criminal Investigations predicts a **deficit of \$4.9M in Vote 1** for the program.

As at **Q1 2019-20** the financial forecast for Criminal Investigations predicts a **surplus of \$0.1M in Vote 5** for the program.

Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Cases opened	368	111	81	78	98	660	620	111	-	-	-	1.00
Cases referred to the public prosecution service of Canada (PPSC)	150	41	47	29	33	300	291	43	-	-	-	1.05

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.

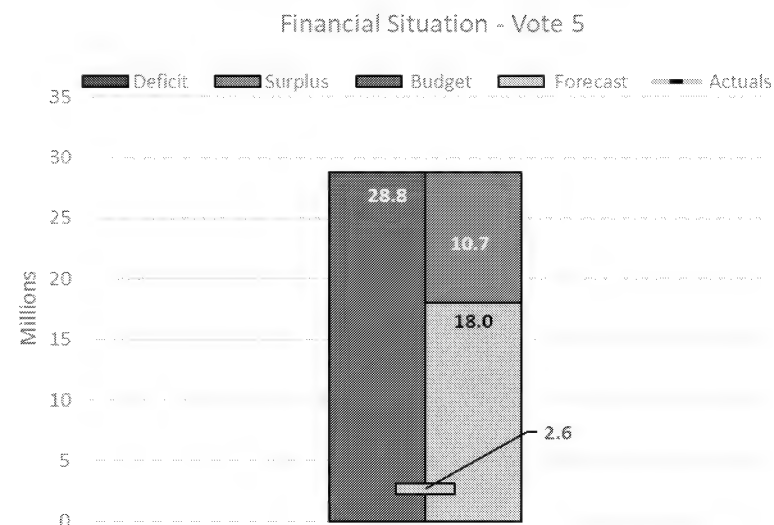
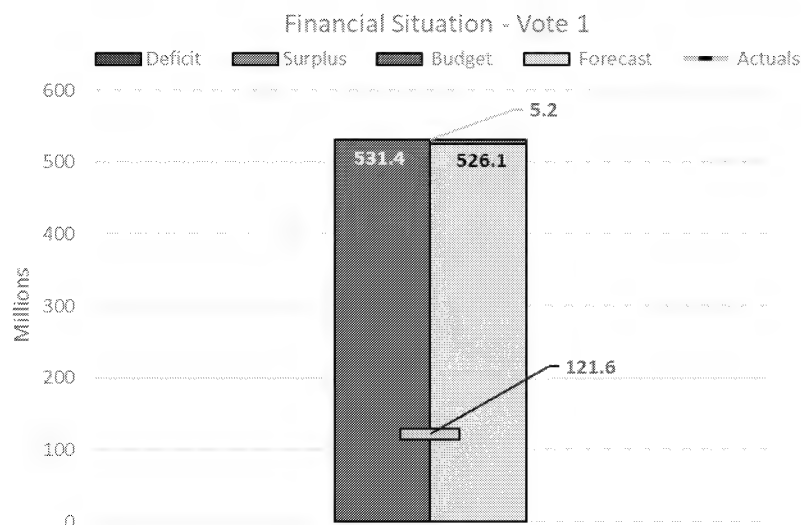


Traveller Portfolio



Traveller Facilitation and Compliance – Financial Situation

Program Delivery 93%
Program Support 7%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Traveller Facilitation and Compliance predicts a **surplus of \$5.2M in Vote 1** for the program.

- \$2.3M is related to PPP. Royal Assent received in late June. TFA's are now being finalized and a portion is requested as an ARLU reprofile
- \$2.7M is associated to Entry-Exit. An ARLU reprofile request has been submitted

As at **Q1 2019-20** the financial forecast for Traveller Facilitation and Compliance predicts a **surplus of \$10.7M in Vote 5** for the program.

- \$6.7 is related to PPP. Royal Assent received in late June. TFA's are now being finalized, and the forecast will increase accordingly. An ARLU reprofile request has been submitted for \$5.5M
- \$2.0M is associated to Entry-Exit. An ARLU reprofile request has been submitted

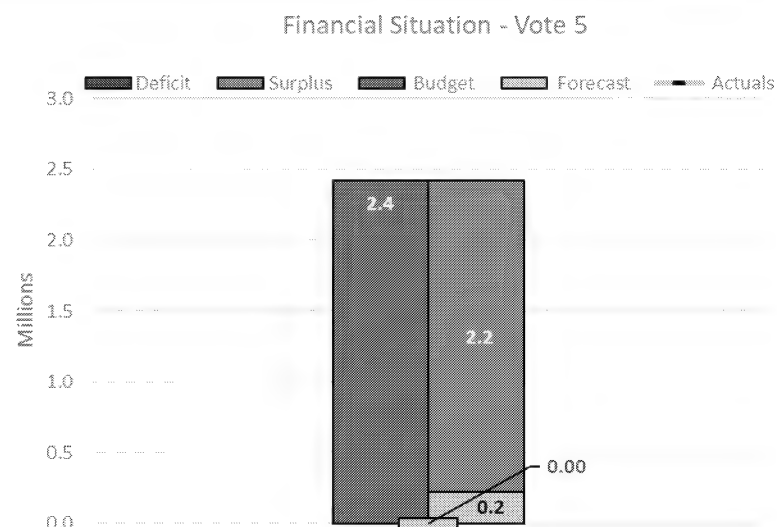
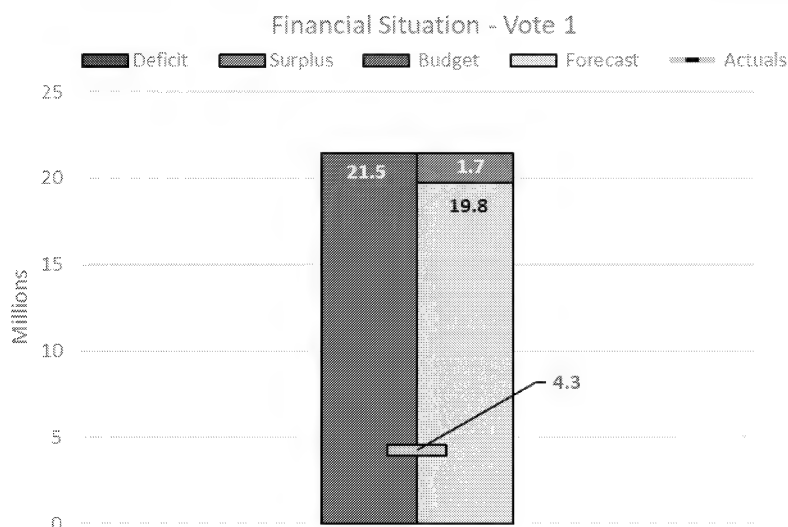
Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of travellers processed	96,519,318	24,869,337	30,162,501	20,951,509	20,535,971	99,731,409	98,491,306	25,029,059	-	-	-	1.01
Number of immigration Exams	2,016,198	546,662	661,065	419,961	388,510	1,951,538	1,951,538	338,320	-	-	-	0.62
Number of Customs/OGD Examinations	1,331,283	347,317	369,264	307,185	307,517	1,311,065	1,311,065	314,875	-	-	-	0.91

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Trusted Traveller – Financial Situation

Program Delivery 98%
Program Support 2%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Trusted Traveller predicts a **surplus of \$1.7M in Vote 1** for the program.

As at **Q1 2019-20** the financial forecast for Trusted Traveller predicts a **surplus of \$2.2M in Vote 5** for the program.

- \$2.1M for NEXUS Modernization, for which it received Gate 3 approval at July FIMC and now finalizing TFA's. Forecasts will increase accordingly

Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of trusted travellers processed	9,910,298	2,544,032	2,592,713	2,400,968	2,372,585	9,818,006	9,818,006	2,605,844	-	-	-	1.02
Number of risk assessments completed (new, maintenance, and periodic)	700,262	144,647	139,131	167,608	248,876	931,797	931,797	116,759	-	-	-	0.81
Number of completed enrollment interviews	215,727	64,300	58,108	50,039	43,280	149,570	196,628	59,981	-	-	-	0.93

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.

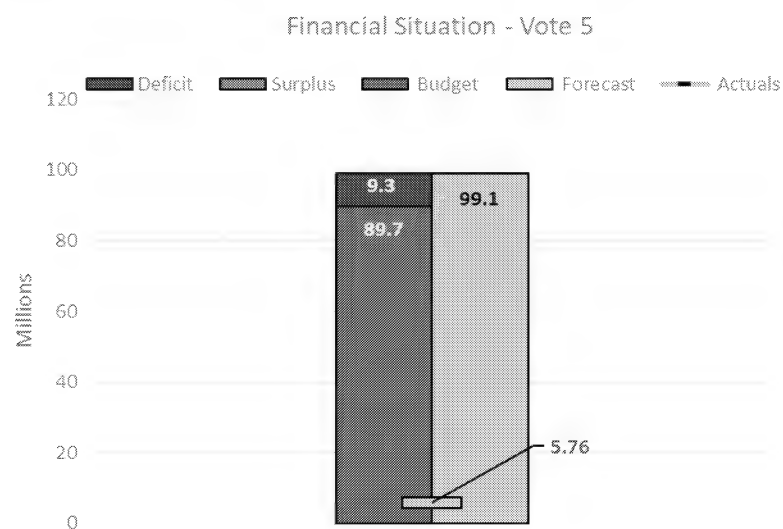
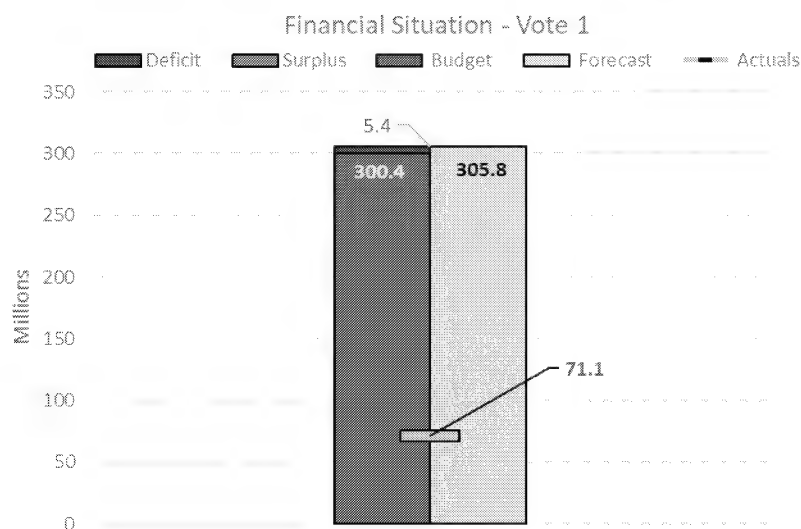


Commercial & Trade Portfolio



Commercial Trade Facilitation and Compliance – Financial Situation

Program Delivery 81%
Program Support 19%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Commercial Trade Facilitation and Compliance predicts a **deficit of \$5.4M in Vote 1** for the program.

- Project surplus is \$6M and Regional deficit of \$11M is mostly due to distribution of the budget between PIs and in a surge of activity in GTA

As at **Q1 2019-20** the financial forecast for Commercial Trade Facilitation and Compliance predicts a **deficit of \$9.3M in Vote 5** for the program.

- Budget allocation to be completed via TFAs

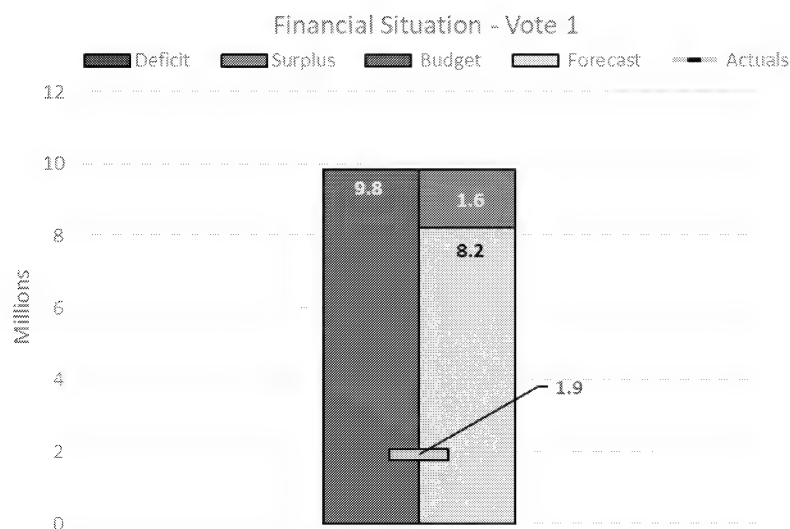
Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of commercial releases (all modes)	21,739,228	5,544,816	5,318,824	5,675,784	5,199,804	21,773,440	21,773,440	5,236,028	-	-	-	0.94
Number of parcels (postal)	79,764,746	21,225,435	20,248,972	19,494,506	18,795,833	80,027,526	80,027,526	21,571,235	-	-	-	1.02
Number of verifications	1,403	296	309	332	466	1,625	1,625	319	-	-	-	1.08
Number of B2s	211,031	61,886	50,048	48,158	50,939	180,242	184,623	54,420	-	-	-	0.88

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Anti-dumping and Countervailing – Financial Situation

Program Delivery 69%
Program Support 31%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Anti-dumping and Countervailing predicts a **surplus of \$1.6M in Vote 1** for the program.

- Budget allocated pending due to creation of WBS for Budget 2019 items

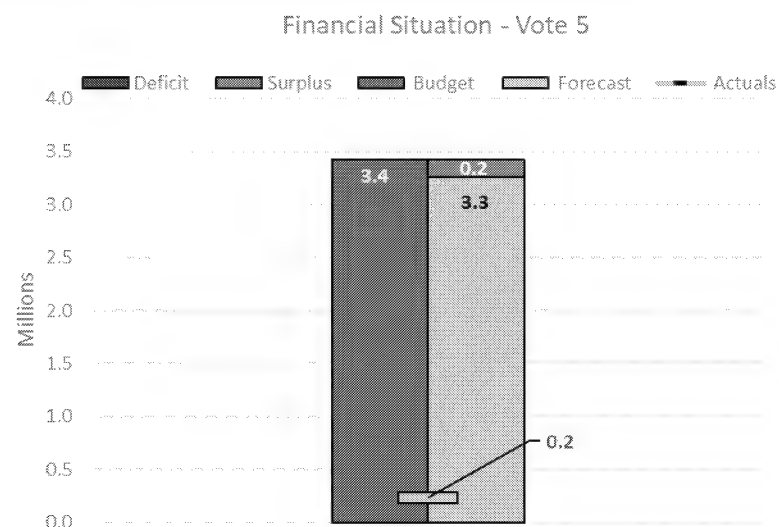
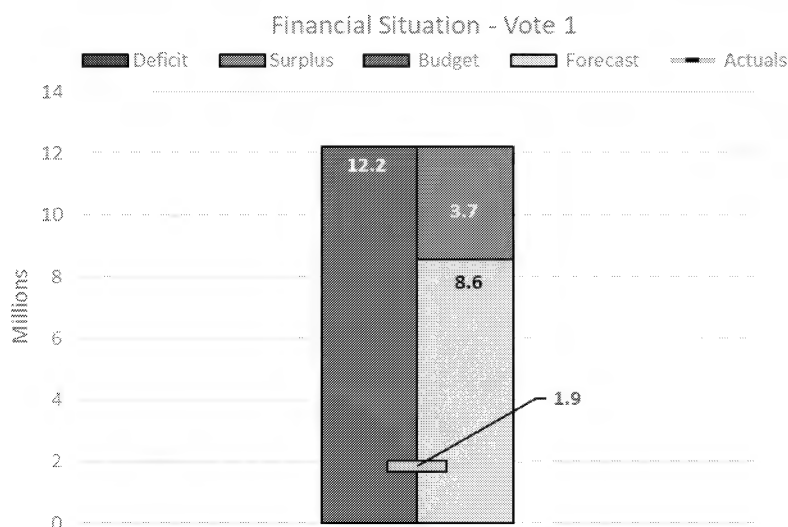
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Trusted Trader – Financial Situation

Program Delivery 64%
Program Support 36%



Financial situation includes anticipated budget adjustments. See p.49 for details.

As at **Q1 2019-20** the financial forecast for Trusted Trader predicts a **surplus of \$3.7M in Vote 1** for the program.

As at **Q1 2019-20** the financial forecast for Trusted Trader predicts a **surplus of \$0.2M in Vote 5** for the program.

Key Metric Volume	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Total number of-CSA transactions (all modes)	926,283	244,302	224,749	226,805	230,427	25,739	24,867	237,813	-	-	-	0.97
Number of new applications (PIP and CSA)	166	37	40	47	42	125	125	40	-	-	-	1.08
Number of revalidation	396	150	86	102	58	323	323	59	-	-	-	0.39

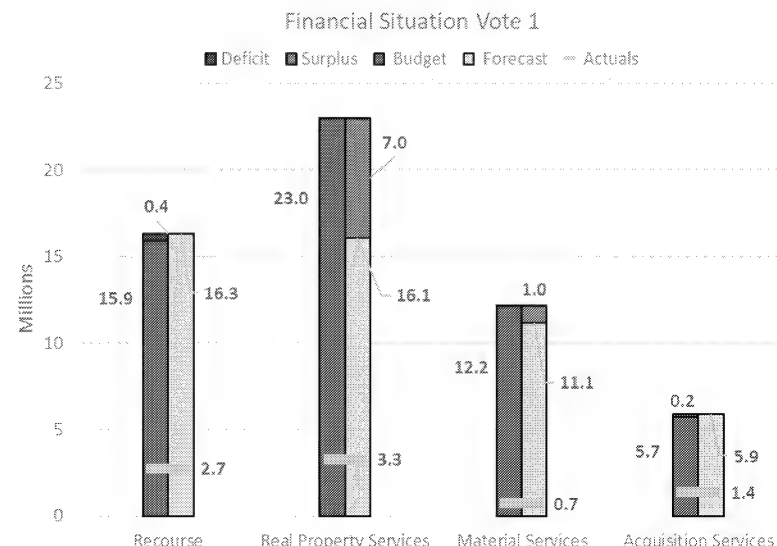
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q2 - e.g. process & methodology - HQ Program to lead, with Regional validation; some metrics revised from draft Functional Branch / Regional MOU to Q1; some expected volumes revised from draft Functional Branch / Regional MOU to Q1; etc.



Finance & Corporate Management Portfolio



Finance and Corporate Management Portfolio – Vote 1



As at **Q1 2019-20** the financial forecast for the Finance and Corporate Management Portfolio predicts a **surplus of \$102M in Vote 1** for the programs.

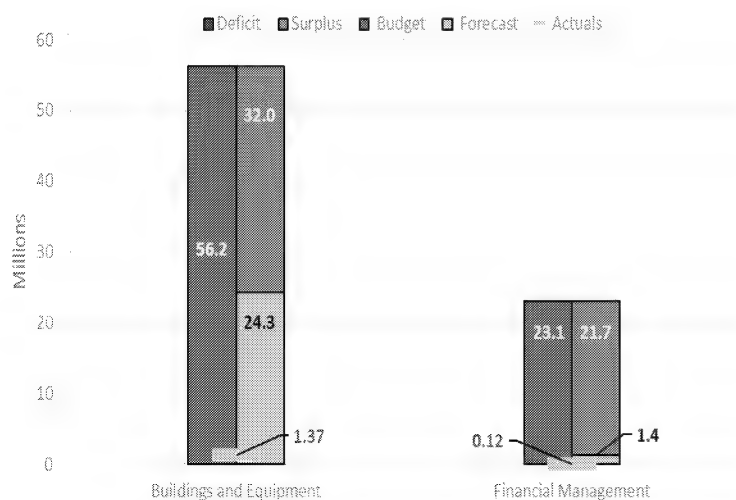
- Building and Equipment: \$38.1M
 - Irregular Migration costing is under review for realignment, including PI
- Financial Management: \$56.5M
 - Under budget adjustment, some currently under FM PI, until appropriate PI is confirmed via OPI budget allocation – realignment expected in Q2
- Recourse: (\$0.4M)
- Real Property Services: \$7.0M
- Material Services: \$1.0M
- Acquisition Services: (\$0.2M)

Financial situation includes anticipated budget adjustments. See p.49 for details.

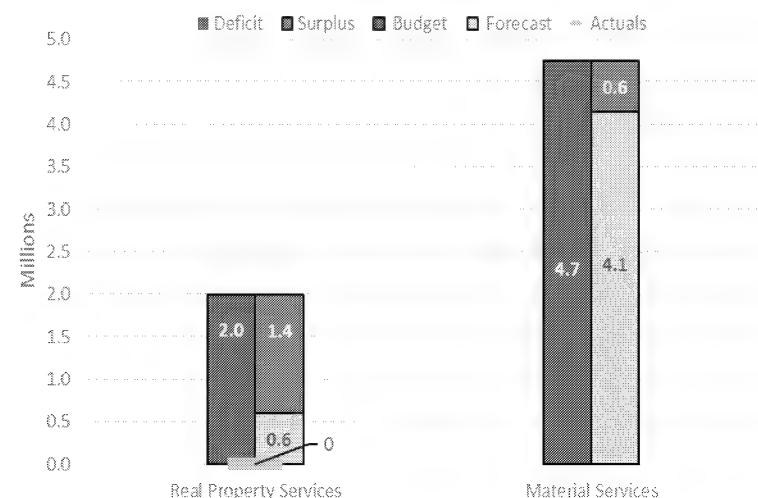


Finance and Corporate Management Portfolio – Vote 5

Financial Situation - Vote 5



Financial Situation - Vote 5



As at **Q1 2019-20** the financial forecast for the Finance and Corporate Management Portfolio predicts a **surplus of \$55.6M in Vote 5** for the programs.

- Building and Equipment: \$32M
 - Irregular Migration costing is under review for realignment, including PI
- Financial Management: \$21.7M
 - Under budget adjustment, some currently under FM PI, until appropriate PI is confirmed via OPI budget allocation – realignment expected in Q2
- Real Property Services: \$1.4M
- Material Services: \$0.6M

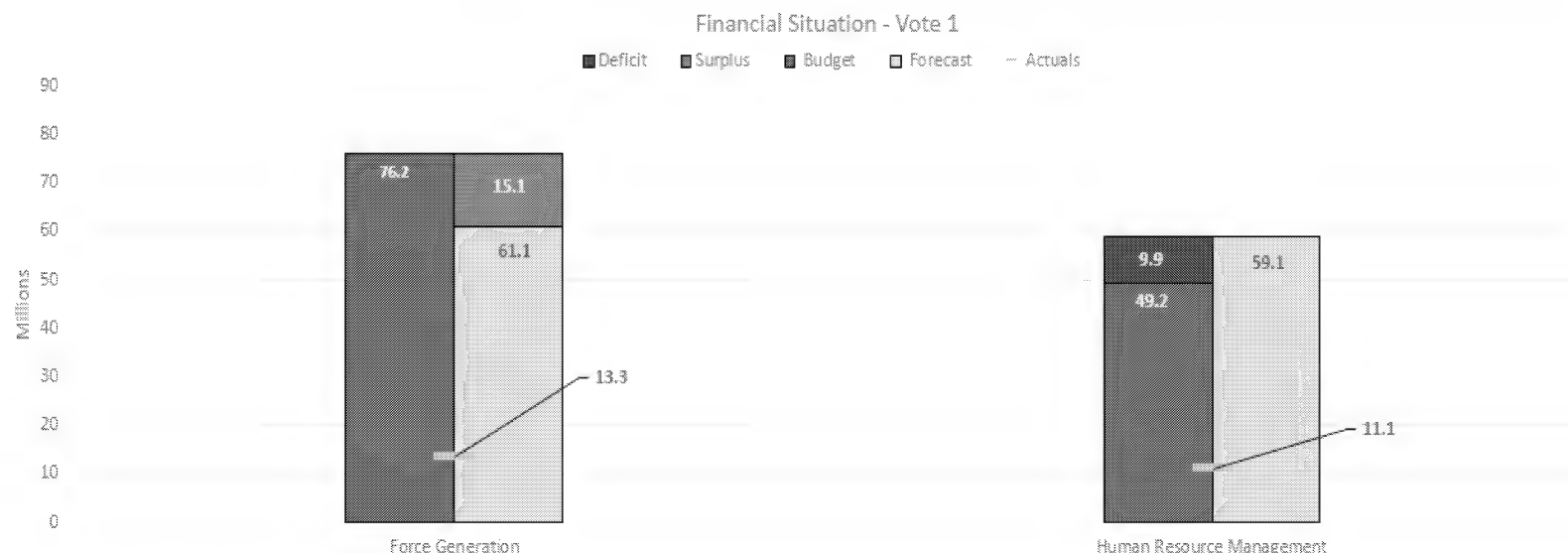
Financial situation includes anticipated budget adjustments. See p.49 for details.



Human Resources Portfolio



Human Resources Portfolio – Vote 1



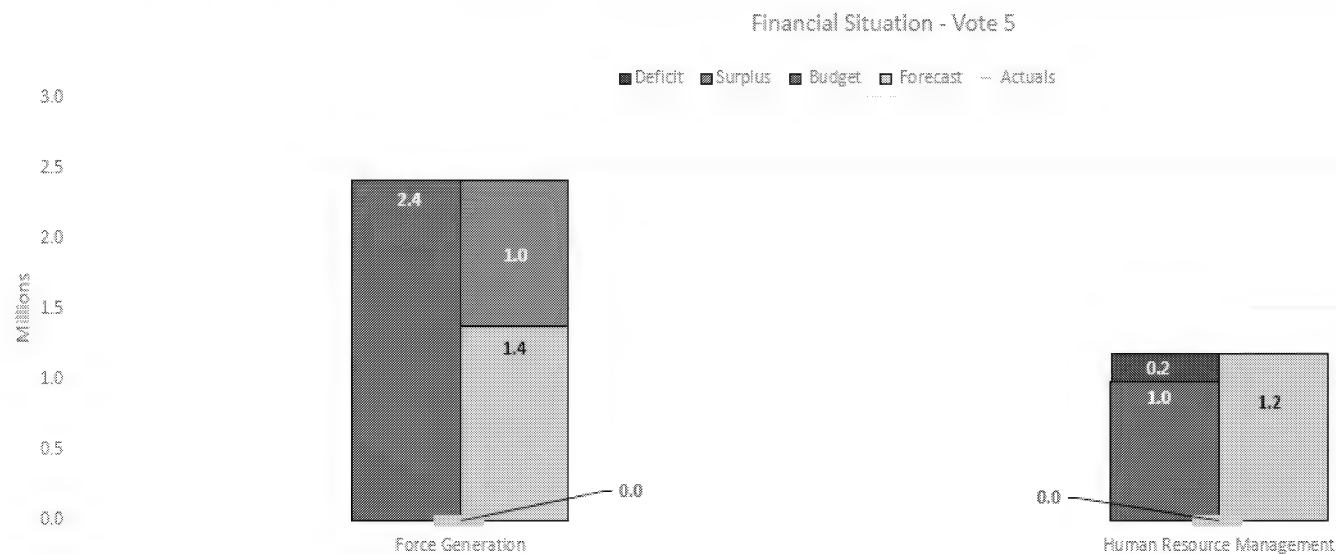
As at **Q1 2019-20** the financial forecast for the Human Resources Portfolio predicts a **surplus of \$5.3M in Vote 1** for the programs.

- Force Generation: \$15.1M
 - Irregular Migration costing is under review for realignment, including PI
- Human Resource Management: (\$9.9M)
 - Chronic underfunding of core functions in staffing, recruitment and HR planning - including the leadership development program and new initiatives such as CBL, NICE, Mental health Issues, Indigenous Training Strategy, SBSO's, and Awards & Recognition

Financial situation includes anticipated budget adjustments. See p.49 for details.



Human Resources Portfolio – Vote 5



As at **Q1 2019-20** the financial forecast for the Human Resources Portfolio predicts a **surplus of \$0.8M in Vote 5** for the programs.

- Force Generation: \$1.0M
 - The expected transfer to Real Property for Bullet Trap Replacement
- Human Resource Management: (\$0.2M)

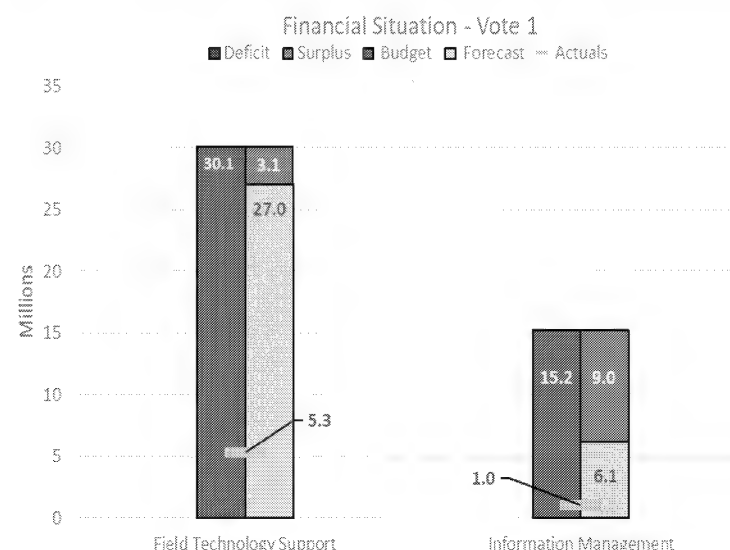
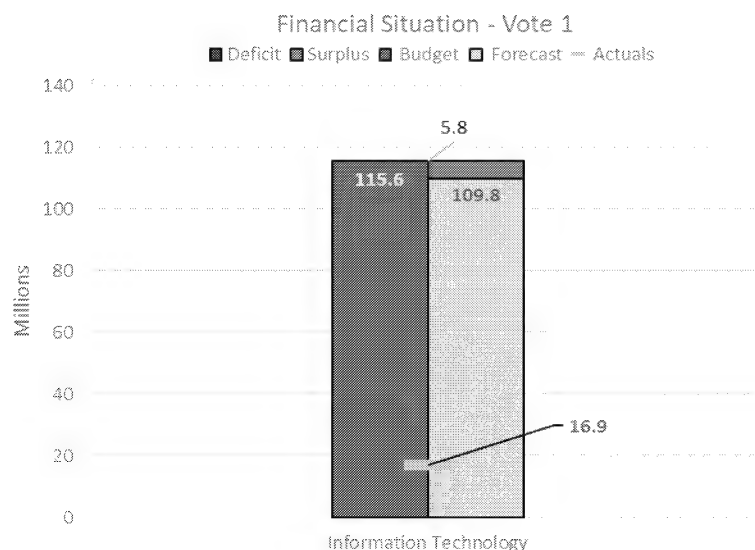
Financial situation includes anticipated budget adjustments. See p.49 for details.



Information Science & Technology Portfolio



Information Science and Technology Portfolio– Vote 1



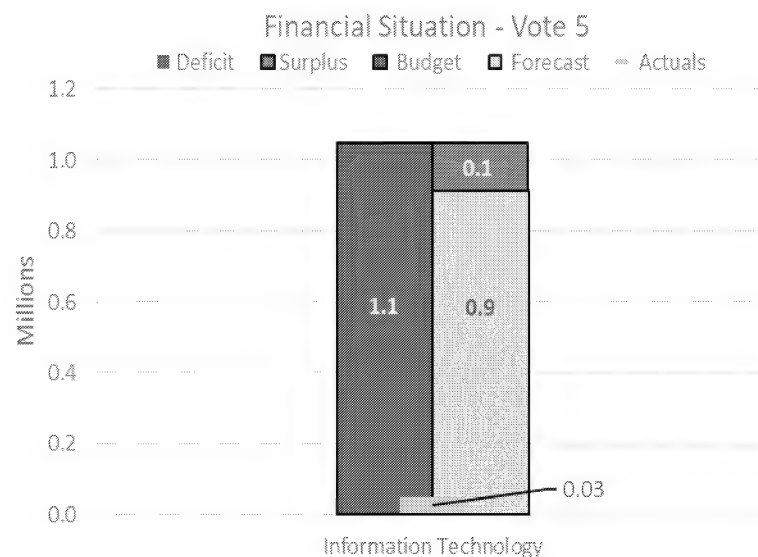
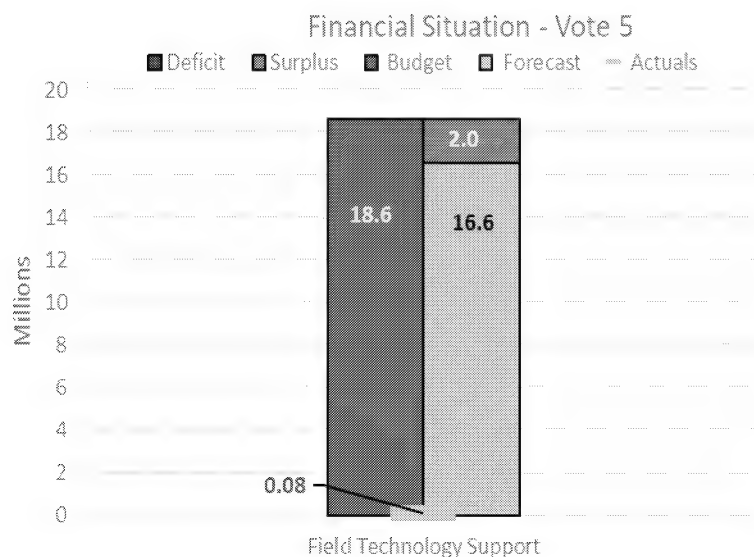
As at **Q1 2019-20** the financial forecast for the Information Science and Technology Portfolio predicts a **surplus of \$17.9M in Vote 1** for the programs.

- Information Technology: \$5.8M
 - Low forecast for project and policy initiative. Also, VP request to not forecast any internal initiatives if the source of fund is not confirmed
- Field Technology Support: \$3.1M
 - The capacity to implement systems and the transition to third party systems - \$1.4M
- Information Management: \$9.0M
 - EDA was not forecast as requested by VP (source of fund was not confirmed at the time)

Financial situation includes anticipated budget adjustments. See p.49 for details.



Information Science and Technology – Vote 5



As at **Q1 2019-20** the financial forecast for the Information Science and Technology Portfolio predicts a **surplus of \$2.1M in Vote 5** for the programs.

- Field Technology Support: \$2.0M
 - The capacity to procure and inability of manufacturers to fabricate and supply capital items
- Information Technology: \$0.1M

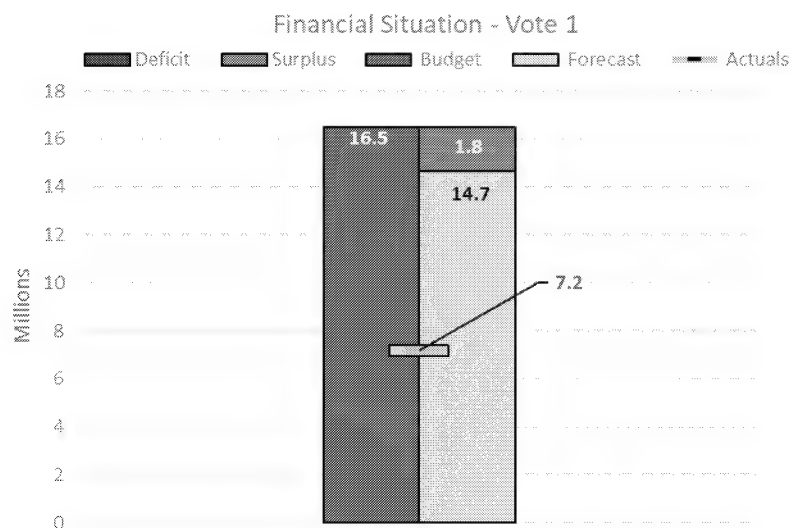
Financial situation includes anticipated budget adjustments. See p.49 for details.



Legal Services Portfolio



Legal Services



As at **Q1 2019-20** the financial forecast for Legal Services predicts a **surplus of \$1.8M in Vote 1** for the program.

- Department of Justice forecast is lower than expected

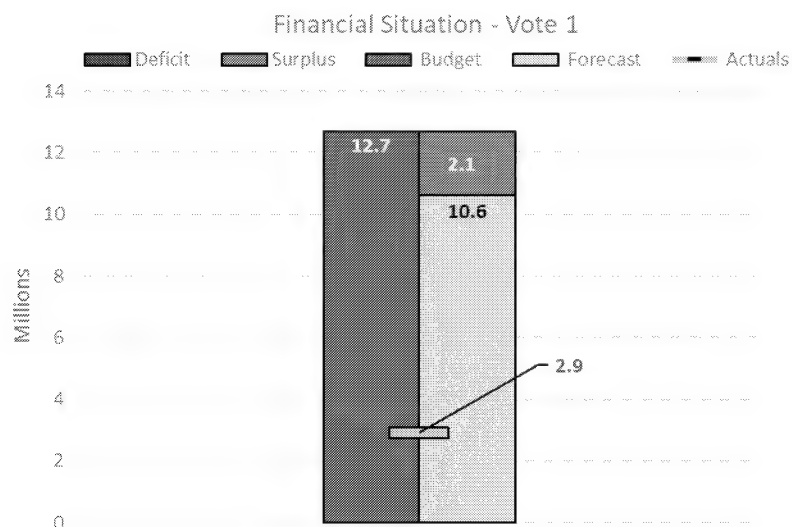
Financial situation includes anticipated budget adjustments. See p.49 for details.



Strategic Policy Portfolio



Communications Services



As at **Q1 2019-20** the financial forecast for Communications Services predicts a **surplus of \$2.1M in Vote 1** for the program.

- There is no forecast against the anticipated Asylum Seekers budget at Q1

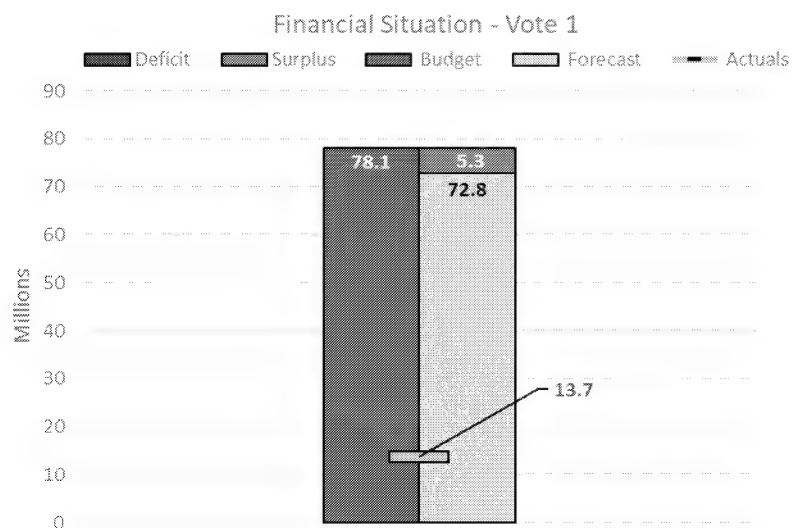
Financial situation includes anticipated budget adjustments. See p.49 for details.



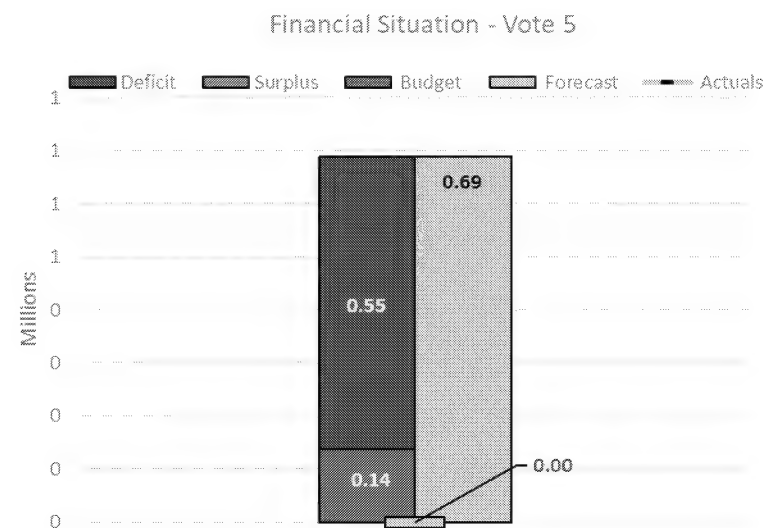
Management & Oversight Portfolio



Management and Oversight



As at **Q1 2019-20** the financial forecast for Management and Oversight predicts a **surplus of \$5.3M in Vote 1** for the program.



As at **Q1 2019-20** the financial forecast for Management and Oversight predicts a **deficit of \$0.55M in Vote 5** for the program.

Financial situation includes anticipated budget adjustments. See p.49 for details.



Travel & Hospitality

Branch (\$000)	2018-19: Travel					2018-19: Hospitality				
	Forecast 2019-20	2018-19 Actuals	Percentage change from 2018-19	2017-18 Actuals	Percentage change from 2017-18	Forecast 2019-20	2018-19 Actuals	Percentage change from 2018-19	2017-18 Actuals	Percentage change from 2017-18
	A	B	C = (A - B) / B	D	E = (B - D) / D	A	B	C = (A - B) / B	D	E = (B - D) / D
President's Office	60.0	56.1	7%			1.0	0.7	39%		
Audit & Evaluation	127.3	118.9	7%			4.4	1.0	344%		
Legal	2.0	2.1	-5%							
CARM Branch	149.1	62.1	140%			8.0	1.8	350%		
Finance & Corporate Management Branch	1,483.4	888.3	67%			20.0	15.2	32%		
Human Resources Branch	11,538.5	8,972.4	29%			45.3	18.8	140%		
Strategic Policy Branch	3,002.6	1,569.8	91%			136.1	75.6	80%		
Information, Science & Technology Branch	1,540.5	919.9	67%			6.3	1.6	285%		
Chief Transformation Officer Branch	158.8	47.2	236%			20.8	5.1	304%		
Travellers Branch	738.1	564.0	31%			38.7	16.4	137%		
Commercial and Trade Branch	1,998.4	1,018.5	96%			22.3	14.7	51%		
Intelligence & Enforcement Branch	1,281.6	1,407.8	-9%			9.2	3.4	172%		
Atlantic Region	1,990.1	1,595.4	25%			14.0	6.4	118%		
Quebec Region	9,032.8	9,024.1	0%			6.1	5.4	13%		
Northern Ontario Region	1,088.5	919.0	18%			1.7	2.3	-28%		
Greater Toronto Area Region	7,339.5	4,658.9	58%			19.7	11.0	79%		
Southern Ontario Region	826.9	790.5	5%			0.0	0.6	-100%		
Prairie Region	8,170.9	4,076.5	100%			1.2	1.9	-37%		
Pacific Region	3,550.5	3,622.4	-2%			3.8	5.0	-24%		
Corporate Adjustments		0.8	-100%							
Total	54,079.7	40,314.9	34%	32,779.3	23%	358.4	187.0	92%	99.0	89%

Travel contains both Vote 1 and 5 forecasted expenditures

For FY 2018-19 expenditures have been aligned to reflect current organizational structure using cost center mapping



Non-Salary Expenditures by Standard Object – Vote 1 & 5

Vote 1 (\$000)	Expenditure				2019-20 Q1 Expenditure	P3 Projected Weighted Average at Year End	2019-20 Projected YE expenditure based on Trend Projection
	2018-19 Q1	2018-19 YE	2018-19 Expenditures (Q2 to YE)	Burn Rate at Q1			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$481.6M * F)
Transportation and communication	8.9	52.0	43.2	17%	11.1	13.95%	67.2
Information	0.7	1.6	0.8	48%	0.8	0.57%	2.7
Professional and Special Services (IT)	9.8	106.5	96.7	9%	9.6	26.72%	128.7
Professional and Special Services (Non-IT)	22.1	156.7	134.6	14%	28.5	40.02%	192.7
Rentals	1.1	12.7	11.6	9%	0.8	1.82%	8.7
Repair and Maintenance	3.8	27.7	23.9	14%	5.1	9.25%	44.6
Utilities, Materials and Supplies	1.9	13.1	11.3	14%	1.7	2.60%	12.5
Acquisition of Machinery and Equipment	2.3	27.6	25.2	8%	1.1	3.70%	17.8
Other Subsidies and Payments	0.0	4.2	4.2	0%	0.1	1.38%	6.6
Vote 1 Total	50.7	402.1	351.4	13%	58.7	100%	481.6

Vote 5 (\$000)	Expenditure				2019-20 Q1 Expenditure	P3 Projected Weighted Average at Year End	2019-20 Projected YE expenditure based on Trend Projection
	2018-19 Q1	2018-19 YE	2018-19 Expenditures (Q2 to YE)	Burn Rate at Q1			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$154.8M * F)
Transportation and communication	0.0	0.4	0.4	8%	0.0	0%	0.5
Information		0.0		0%	0.0	0%	0.0
Professional and Special Services (IT)	4.8	40.5	35.8	12%	7.1	43%	67.2
Professional and Special Services (Non-IT)	0.1	4.5	4.4	2%	0.2	2%	2.7
Rentals	0.0	0.1	0.1	1%	0.0	0%	0.1
Repair and Maintenance	0.0	2.1	2.1	2%	0.0	1%	1.4
Utilities, Materials and Supplies	0.0	0.0	0.0	14%	-0.0	0%	-0.0
Acquisition of Land, Buildings and Works	1.3	50.0	48.7	3%	1.3	52%	80.9
Acquisition of Machinery and Equipment	0.2	22.5	22.3	1%	0.1	1%	2.0
Other Subsidies and Payments		0.2	0.2	0%		0.0	0.0
Vote 5 Total	6.4	120.3	113.8	5%	8.8	100%	154.8



Anticipated Budget Adjustments

In Millions

Vote	Breakdown	Adjustment Name	10100	10200	10300	10400	10500	11000	11100	11200	20100	20200	20300	20400	30100	30200	30300	30400	30500	30600	30700	30800	30900	Grand Total	
Vote 1	Base	African Swine Fever					2.3	1.3														0.1		3.6	
		Asylum Seekers (Irregular Migration #2)		7.6	2.8	11.7		12.9	22.8	0.1	4.8	0.3	6.4	3.4		2.0						2.1		76.8	
		B2019 estimated corporate support costs																	10.3					10.3	
		CARM					9.4												2.0					11.4	
		Cost Recovery (Revenue Generation)																	1.4					1.4	
		Duties Relief and Duty Drawback Program					2.6																	2.6	
		Efficiency Program (Lean Capacity)																	3.9					3.9	
		Immigration Levels 2019-2021 (incremental 40,000 resident admissions)	0.4		0.0	0.1					0.0	0.0	0.0	0.0								0.0		0.5	
		Investment Planning Unit																	0.8			0.2		1.0	
		Irregular migration C/F from 18-19														-6.6			6.6						0.0
		Operational/Border Integrity \$90.1M																	90.1						90.1
		Passenger Protect Program (PPP)														0.2		0.0	0.2	0.2		0.4			0.9
	Temporary Residents				1.2	3.7		0.2			1.5	1.9	0.3	1.0				0.1			0.1	0.3		10.3	
	Base Total		0.4	7.6	4.0	15.5	14.2	14.4	22.8	0.1	6.4	2.1	6.6	4.4	-6.4	2.0	0.1	0.2	115.2		0.5	2.7			212.9
Projects	Enterprise Data Analytics																			9.8				9.8	
	Passenger Protect Program (PPP)					1.4																		1.4	
Projects Total					1.4															9.8				11.2	
Vote 1 Total			0.4	7.6	4.0	16.9	14.2	14.4	22.8	0.1	6.4	2.1	6.6	4.4	-6.4	2.0	0.1	0.2	115.2	9.8	0.5	2.7			224.1
Vote 5	Base	African Swine Fever							0.6															0.6	
		Asylum Seekers (Irregular Migration #2)							1.2															1.2	
		CARM					34.8																	34.8	
		Entry-Exit (includes RFID) ongoing costs																	6.8					6.8	
		Integrated Cargo Security Initiative (MCEF) ongoing costs																	1.4					1.4	
		Outstanding Vote 5 Base Budget Load																	7.3					7.3	
		Vote 5 Tranche 4 - Fleet - M/V Port Cullis																	-0.7					-0.7	
		Vote 5 Tranche 4 - Real property - Calgary Harry Hayes																	-0.2					-0.2	
		Vote 5 Tranche 4 - Real property - North Portal POE																	-3.0					-3.0	
		Vote 5 Tranche 4 - Real property - Walpole Island POE																	-0.4					-0.4	
	Base Total						34.8		1.8										11.3					48.0	
	Controlled Funds	Vote 5 Tranche 4 - Fleet - M/V Port Cullis																					0.7	0.7	
		Vote 5 Tranche 4 - Real property - Calgary Harry Hayes							0.2															0.2	
		Vote 5 Tranche 4 - Real property - Walpole Island POE							0.4															0.4	
Controlled Funds Total								0.5														0.7	1.2		
Projects	Passenger Protect Program (PPP)				10.9																			10.9	
	Vote 5 Tranche 4 - Real property - North Portal POE							3.0																3.0	
Projects Total					10.9			3.0																13.9	
Vote 5 Total						10.9	34.8		5.3										11.3				0.7	63.0	
Grand Total			0.4	7.6	4.0	27.8	49.1	14.4	28.1	0.1	6.4	2.1	6.6	4.4	-6.4	2.0	0.1	0.2	126.5	9.8	0.5	2.7	0.7	287.1	



Financial Situation Summary

In Millions

Vote	Category	Current Budget	Anticipated Budget Adjustments	Adjusted Budget	Actuals	Commitments	Current Free Balance	Forecast	Adjusted Net Position	Actuals as % of Adjusted Budget	Previous Year Actuals
		A	B	C = A+B	D	E	F = A-D-E	G	H = C-G	I = D/C	
Vote 1	Base	1,496.3	212.9	1,709.2	344.6	235.4	916.3	1,566.3	142.8	20.2%	1,649.3
	Controlled Funds	122.4		122.4	12.5	47.3	62.6	121.2	1.1	10.2%	108.9
	Corporate Account	10.5		10.5	0.0	4.5	6.1	6.4	4.1	0.0%	8.4
	Projects	109.9	11.2	121.1	11.8	9.4	88.7	71.3	49.8	9.8%	41.2
	Reserve	-56.4		-56.4	1.9	0.0	-58.3		-56.4	-3.3%	3.5
Vote 1 Total		1,682.6	224.1	1,906.7	370.7	296.5	1,015.4	1,765.3	141.4	19.4%	1,811.2
Vote 5	Base	17.8	48.0	65.8	-0.6	5.5	12.9	10.9	54.9	-0.9%	3.5
	Controlled Funds	30.2	1.2	31.4	0.6	16.4	13.2	29.4	2.0	1.8%	27.7
	Projects	150.6	13.9	164.5	10.2	46.9	93.5	131.8	32.8	6.2%	103.2
	Reserve	-25.1		-25.1		0.0			-25.1		0.0
Vote 5 Total		173.6	63.0	236.6	10.3	68.8	119.6	172.1	64.5	4.3%	134.4
Grand Total		1,856.2	287.1	2,143.3	381.0	365.3	1,135.0	1,937.4	205.9	17.8%	1,945.6



Controlled Funds

In Millions

Vote	Controlled Fund	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Actuals as % of Budget	Previous Year Actuals
Vote 1	CRA Regional Serv.MOU Controlled Fund	25.4	0.0	0.0	25.4	26.3	-0.9	0.0%	26.2
	Defensive Equipment CF	3.2	0.0	0.5	2.7	2.7	0.5	0.7%	
	Detection Technology & Lab CF	7.3	1.4	2.4	3.6	7.3	0.0	19.2%	5.2
	Fleet Controlled Fund	1.4	0.1	0.9	0.5	1.2	0.2	3.8%	0.6
	IT Asset Lifecycle Controlled Fund	8.4	0.1	2.6	5.8	8.4	0.0	0.6%	1.8
	POE Infrastructure Controlled Fund	45.2	6.6	36.1	2.4	45.3	-0.1	14.7%	39.8
	Radio Controlled Fund	8.0	0.7	2.8	4.5	6.6	1.4	8.8%	5.3
	Shared Infrastructure Platform (SIP)	23.4	3.6	2.1	17.7	23.4	0.0	15.3%	30.1
Vote 1 Total		122.4	12.5	47.3	62.6	121.2	1.1	10.2%	108.9
Vote 5	CRA Regional Serv.MOU Controlled Fund				0.0	0.0	0.0	0.0%	
	Detection Technology & Lab CF	12.6	0.1	7.2	5.3	11.8	0.8	0.7%	3.7
	Fleet Controlled Fund	4.8	0.0	1.4	3.3	4.1	0.7	1.0%	7.8
	IT Asset Lifecycle Controlled Fund		0.0	0.3	-0.3		0.0	0.0%	3.7
	POE Infrastructure Controlled Fund	13.5	0.4	7.4	5.6	13.0	0.5	3.1%	12.5
	Radio Controlled Fund	0.5		0.2	0.3	0.5	0.0	0.0%	
Vote 5 Total		31.4	0.6	16.4	14.4	29.4	2.0	1.8%	27.7
Grand Total		153.8	13.0	63.7	77.0	150.7	3.1	8.5%	136.5

Includes anticipated budget adjustments. See p.49 for details.



Projects Financial Situation – Vote 1

In Millions

TB / Internally Funded	Project Name for FSR	OPI Branch	Budget	Forecast	Net Position
TB Funded	Accelerated Infrastructure Prog.3(AIP3)	Finance & Corporate Management Branch			0.0
	Biometrics Expansion	Information, Science & Technology Branch	19.6	4.9	14.7
	BTB - Emerson	Finance & Corporate Management Branch			0.0
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	0.1	0.1	0.0
	BTB - North Portal	Finance & Corporate Management Branch		0.0	0.0
	CARM	CARM Branch	14.6	10.7	3.9
	Enterprise Data Analytics	Strategic Policy Branch	9.8	7.7	2.1
	eManifest	Commercial and Trade Branch			0.0
	Entry-Exit	Travellers Branch	11.5	6.4	5.2
	ERASS	Information, Science & Technology Branch		0.0	0.0
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	8.3	1.2	7.1
	ICSI - Marine Container Examination	Commercial and Trade Branch	7.3	4.0	3.2
	Integrated Staffing Solution (ISS)	Human Resources Branch		0.0	-0.0
	Interactive Advance Passenger	Travellers Branch	4.5	3.0	1.4
	Opioid / Fentanyl	Commercial and Trade Branch			0.0
	Passenger Protect Program	Travellers Branch	5.4	3.1	2.3
	POEMS (Port of Entry Management	Commercial and Trade Branch	0.7	0.7	0.0
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch		1.3	-1.3
	RFID Initiative	Travellers Branch	0.2	0.2	-0.0
	Strengthening the National Immigration	Intelligence & Enforcement Branch	6.8	3.9	2.8
	Traveller Processing Modernization	Travellers Branch	1.5	1.4	0.2
	Trusted Trader - FAST	Commercial and Trade Branch	3.2	1.1	2.1
	ESD - SPP (C00091)	Information, Science & Technology Branch			0.0
	Single Window Initiative	Information, Science & Technology Branch			0.0
TB Funded Total			93.4	49.7	43.7
Internally Funded	Aldergrove	Finance & Corporate Management Branch		0.0	0.0
	Alternatives to Detention	Intelligence & Enforcement Branch	6.2	6.8	-0.6
	Business Warehouse (BW)	Finance & Corporate Management Branch			0.0
	Canadian Automated Export Declaration	Commercial and Trade Branch	1.0	0.5	0.5
	Data Analytics	Strategic Policy Branch			0.0
	Dynamic Risking	Travellers Branch	2.4	1.1	1.3
	E-Commerce Risk Assessment-Postal &	Commercial and Trade Branch	0.8		0.8
	ERASS 2	Information, Science & Technology Branch	0.3	0.2	0.0
	Land Border Crossing	Finance & Corporate Management Branch	2.3	2.4	-0.1
	Master Data Management	Information, Science & Technology Branch	5.3	4.5	0.8
	National Application Realization to	Information, Science & Technology Branch		0.3	-0.3
	Next Handheld Device	Travellers Branch	2.2	2.0	0.2
	Nexus Modernization	Travellers Branch	0.4	0.4	-0.0
	Pay Modernization	Human Resources Branch	0.8	0.7	0.2
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	1.3		1.3
	Primary Inspection Kiosk 1.0	Travellers Branch	1.7	0.3	1.5
	Service Oriented Architecture	Information, Science & Technology Branch	2.8	2.4	0.5
	Trusted Trader Corridor Concept	Commercial and Trade Branch	0.0	0.0	0.0
Internally Funded Total			27.7	21.6	6.1
Grand Total			121.1	71.3	49.8

- Projects have identified \$4M to be reprofiled
- The Agency will manage using two year appropriation

Includes anticipated budget adjustments. See p.49 for details.



Projects Financial Situation – Vote 5

In Millions

TB / Internally Funded	Project Name for FSR	OPI Branch	Budget	Forecast	Net Position
TB Funded	Accelerated Infrastructure Prog.3(AIP3)	Finance & Corporate Management Branch			0.0
	Biometrics Expansion	Information, Science & Technology Branch	3.4	1.4	2.0
	BTB - Emerson	Finance & Corporate Management Branch		0.0	0.0
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	7.4	3.3	4.1
	BTB - North Portal	Finance & Corporate Management Branch	7.7	7.6	0.1
	CARM	CARM Branch	58.8	55.1	3.7
	Enterprise Data Analytics	Strategic Policy Branch		0.7	-0.7
	Entry-Exit	Travellers Branch	11.2	8.7	2.5
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	0.1		0.1
	ICSI - Marine Container Examination	Commercial and Trade Branch	10.5	7.9	2.6
	Integrated Staffing Solution (ISS)	Human Resources Branch	1.0	1.0	0.0
	Interactive Advance Passenger	Travellers Branch	0.2	0.1	0.1
	Opioid / Fentanyl	Commercial and Trade Branch			0.0
	Passenger Protect Program	Travellers Branch	11.8	4.3	7.5
	POEMS (Port of Entry Management	Commercial and Trade Branch		0.0	0.0
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	10.9	5.3	5.6
	RFID Initiative	Travellers Branch		0.0	0.0
	Strengthening the National Immigration	Intelligence & Enforcement Branch	21.9	23.5	-1.6
	Traveller Processing Modernization	Travellers Branch		0.0	0.0
	Trusted Trader - FAST	Commercial and Trade Branch	1.4	1.3	0.1
	ESD - SPP (C00091)	Information, Science & Technology Branch			0.0
	BTB - Lansdowne	Finance & Corporate Management Branch			0.0
TB Funded Total			146.2	120.1	26.1
Internally Funded	Aldergrove	Finance & Corporate Management Branch		0.0	0.0
	Business Warehouse (BW)	Finance & Corporate Management Branch	1.2	1.4	-0.2
	Canadian Automated Export Declaration	Commercial and Trade Branch	3.4	4.2	-0.8
	Data Analytics	Strategic Policy Branch			0.0
	Dynamic Risking	Travellers Branch	0.2		0.2
	E-Commerce Risk Assessment-Postal &	Commercial and Trade Branch	3.1		3.1
	ERASS 2	Information, Science & Technology Branch	0.4	0.2	0.2
	Land Border Crossing	Finance & Corporate Management Branch		0.0	0.0
	Master Data Management	Information, Science & Technology Branch		0.0	-0.0
	National Application Realization to	Information, Science & Technology Branch	4.2	2.3	1.9
	Next Handheld Device	Travellers Branch	0.8	0.4	0.5
	Nexus Modernization	Travellers Branch	2.4	0.3	2.1
	Pay Modernization	Human Resources Branch		0.2	-0.2
	Primary Inspection Kiosk 1.0	Travellers Branch	0.7	0.6	0.0
	Service Oriented Architecture	Information, Science & Technology Branch		0.2	-0.2
	Trusted Trader Corridor Concept	Commercial and Trade Branch	2.0	2.0	0.1
	Blue Water Bridge	Finance & Corporate Management Branch			0.0
	BASD (C00093)	Information, Science & Technology Branch			0.0
Internally Funded Total			18.4	11.7	6.7
Grand Total			164.5	131.8	32.8

- Projects have identified \$18M to be reprofiled
- The Agency will manage using two year appropriation

Includes anticipated budget adjustments. See p.49 for details.



Overtime by Branch

Branch (\$000)	Overtime					
	4 Year Expenditures				Q1 Forecast	% Change from
	2015-16	2016-17	2017-18	2018-19	2019-20	2018-19
	A	B	C	D	E	F= (E-D)/D
President's Office				18.3	25.0	37%
Audit & Evaluation				9.3	9.0	-3%
Legal				0.9		-100%
CARM Branch				10.0	3.0	-70%
Finance & Corporate Management Branch				461.5	252.2	-45%
Human Resources Branch				2,176.4	2,280.6	5%
Strategic Policy Branch				861.1	966.0	12%
Information, Science & Technology Branch				4,424.5	4,825.7	9%
Chief Transformation Officer Branch				2.8	60.3	2055%
Travellers Branch				291.2	143.0	-51%
Commercial and Trade Branch				165.6	390.1	136%
Intelligence & Enforcement Branch				3,311.4	2,209.8	-33%
Atlantic Region				9,012.0	7,341.1	-19%
Quebec Region				23,696.1	17,875.9	-25%
Northern Ontario Region				7,911.6	6,104.9	-23%
Greater Toronto Area Region				16,876.5	15,521.4	-8%
Southern Ontario Region				18,120.7	13,869.7	-23%
Prairie Region				12,218.2	8,859.1	-27%
Pacific Region				22,026.2	18,289.3	-17%
Corporate Adjustment				-0.3		-100%
Subtotal	106,750.6	91,843.3	97,187.8	121,593.6	99,026.0	-19%
Less: Compensatory OT taken	-13,145.7	-12,510.9	-12,958.9			
Total Overtime	93,604.9	79,332.4	84,228.9	121,593.6	99,026.0	-19%
Total Salary (Includes Overtime) *	1,146,171.6	1,108,861.2	1,115,996.8	1,423,310.8	1,292,898.5	-9%
Overtime as a % of salary	8%	7%	8%	9%	8%	-10.3%

*Excludes Paylist Expenditures

For FY 2018-19 expenditures have been aligned to reflect current organizational structure using cost center mapping



Multi-Year Agency Authorities

(in millions)	2019-20		2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Permanent Funding								
Base	\$1,342.1	\$43.8	\$1,340.3	\$33.8	\$1,263.8	\$33.8	\$1,258.5	\$33.8
Collective Bargaining	\$79.1	\$0.0	\$79.1	\$0.0	\$79.1	\$0.0	\$79.1	\$0.0
Project Maintenance	\$13.9	\$8.2	\$13.9	\$8.2	\$14.9	\$10.0	\$14.9	\$10.0
Policy	\$11.1	\$0.1	\$11.1	\$0.1	\$11.8	\$0.1	\$31.0	\$0.1
<i>Sub-Total</i>	\$1,446.1	\$52.1	\$1,444.3	\$42.1	\$1,369.6	\$44.0	\$1,383.5	\$44.0
Temporary Funding								
Transfers to and from OGDs	-\$0.4	\$0.3	\$0.0	\$0.3	\$0.4	\$0.3	-\$0.8	\$0.3
2018-19 Carryforward	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Policy	\$285.5	\$15.1	\$296.9	\$23.6	\$150.6	\$3.5	\$53.5	\$3.3
Projects	\$18.9	\$58.4	\$20.2	\$41.0	\$4.6	\$31.7	\$4.6	\$8.2
<i>Sub-Total</i>	\$303.9	\$73.7	\$317.2	\$64.8	\$155.6	\$35.5	\$57.4	\$11.8
Frozen Funding								
Policy	\$21.5	\$0.0	\$23.4	\$0.0	\$20.8	\$0.0	\$20.0	\$0.0
Projects	\$0.8	\$0.8	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
<i>Sub-Total</i>	\$22.3	\$0.8	\$24.2	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8
Total Authorities	\$1,772.4	\$126.5	\$1,785.7	\$107.7	\$1,644.6	\$80.2	\$1,569.8	\$56.5
Total Available Authorities	\$1,750.0	\$125.8	\$1,761.5	\$106.9	\$1,525.2	\$79.5	\$1,440.8	\$55.7
Total Available Authorities Net of VNR	\$1,731.6	\$125.8	\$1,743.1	\$106.9	\$1,506.8	\$79.5	\$1,422.4	\$55.7



Frozen Authorities

(in millions)	2019-20		2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Frozen Pending Conditions								
Policy								
Settling Syrian refugees	\$2.5	\$0	\$2.3	\$0	\$0	\$0	\$0	\$0
Mexico	\$19.0	\$0	\$19.1	\$0	\$19.2	\$0	\$19.2	\$0
Guns and Gangs	\$0	\$0	\$1.9	\$0	\$1.6	\$0	\$0.8	\$0
<i>Sub-Total</i>	\$21.5	\$0	\$23.4	\$0	\$20.8	\$0	\$20.0	\$0
Projects								
Biometrics Expansion (Kiosk)	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
IAPI	\$0	\$0	\$0	\$0	\$4.8	\$0	\$4.8	\$0
eManifest	\$0	\$0	\$0	\$0	\$72.1	\$0	\$72.1	\$0
CARM (Assessment and Revenue Management Project)	\$0	\$0	\$0	\$0	\$20.8	\$0	\$31.2	\$0
<i>Sub-Total</i>	\$0.8	\$0.8	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
Total Frozen Authorities - Pending Conditions	\$22.3	\$0.8	\$24.2	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8
Permanent Frozen								
<i>Sub-Total</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Permanent Frozen Authorities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Frozen Authorities	\$22.3	\$0.8	\$24.2	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8



Financial Tables

(Supporting Details -

Not Intended for Discussion)

Apollo Document #:

Financial/Volumetric Data

Apollo Document #:

Collection of Branch FSRs

Apollo Link:



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Canada Border Services Agency Q2 Financial Situation Report

FIMC

November 21, 2019

Apollo #



PROTECTION • SERVICE • INTEGRITY

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Financial Situation Summary

Vote 1 surplus at year-end, based on a forecasted surplus of \$128.4M salary and a deficit of \$101.5M non-salary, total forecasted **unencumbered surplus of \$26.8M**:

- Branch forecasts indicate an overall surplus at year end which is supported by FCMB analysis;
- **Adjusted Net Position** indicates **significant risk** for the Agency's future transition to 1-year appropriations:
 - Forecasted V1 surplus at YE **\$169.3M** is 9% of adj. budget, OBCF limit of 5%: **Risk under 1-year appropriation \$73M**

Vote 5 surplus at year-end, based on a forecasted surplus of \$2.2M salary and a surplus of \$16.6M non-salary, total forecasted **unencumbered surplus of \$18.8M**:

- Anticipated net position indicates a surplus of \$85.4M, this funding is largely encumbered for projects and 2020-21 financial requirements, resulting in an unencumbered surplus of \$18.8M;
- **Adjusted Net Position** indicates **significant risk** for the Agency's future transition to 1-year appropriations:
 - Forecasted V5 surplus at YE **\$85.4M** is 36% of adj. budget, CBCF limit of 20%: **Risk under 1-year appropriation \$38M**

Recommendation:

- Approve identified funding requests, budget transfer requests, and carry-forwards seeking approval in principle (slide 3,4)
- Finalize Irregular Migration business plan, budget allocation, and forecast/net position updates (Q3)
- Use Q2 and Q3 financial information to challenge integrated business planning and inform reprofiles for next fiscal
- IPMC to continue to review project statuses and provide advice regarding any corrective action that is required to minimize encumbered lapses going forward toward transition to 1 year appropriation



Resourcing Strategy

Resourcing Strategy (In Millions)	Vote 1			Vote 5		
	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Net Position (BPC)	215.7	-63.8	151.9	-2.2	42.2	40.0
Adjustments (p.52)	5.6	11.8	17.4	12.6	32.9	45.4
Adjusted Net Position	221.3	-52.0	169.3	10.4	75.0	85.4
Earmarked:						
For 2019-20						
Irregular Migration/Asylum	9.3	10.5	19.8			
E-Manifest	4.1	2.5	6.6			
GC Case Management Service		1.0	1.0	0.7	2.0	2.7
ISTB/Traveller Realignment	3.3	0.4	3.6			
Chain of Trust	1.3	1.6	2.9			
MYLP TB # 2 contingency		2.0	2.0			
Innovation Solution Canada Funding		1.3	1.3			
Mexico Visa Lift - funding for HQ branches (I&E, HRB, Traveller)	0.8	0.3	1.1			
African Swine Fever	0.1	0.1	0.2		0.6	0.6
Division 9	0.3	0.1	0.3			
Guns & Gangs (From Audit Branch)	0.1	0.0	0.1			
2019-20 Subtotal	19.2	19.7	39.0	0.7	2.6	3.3
For 2020-21						
TB Funded Projects (Development)	11.0	27.1	38.0	7.4	39.8	47.3
2020-21 Financial Requirements	62.6		62.6		9.0	9.0
Reprofile for Burrard Inlet Fixed LSI unit					7.0	7.0
B2019-Lean/Efficiency	0.2	2.7	2.9			
2020-21 Subtotal	73.7	29.8	103.5	7.4	55.8	63.3
Total Earmarked	92.9	49.5	142.5	8.2	58.4	66.6
Adjusted Net Position After Earmarks	128.4	-101.5	26.8	2.2	16.6	18.8
Funding Requests - from Agency Reserve						
Temporary						
Incremental Requirement Hybrid Electric Vehicles (HEV) & Zero-Emission Vehicles (ZEV) (Fleet Controlled Fund)					0.3	0.3
Culture and Change Initiative (CTO)		0.1	0.1			
LEAN (CTO)		0.2	0.2			
CRA MOU Controlled Fund (ISTB)		0.9	0.9			
Branch Funding Requests - from Agency Reserve Subtotal		1.2	1.2		0.3	0.3
Carry-forward Requests Seeking Approval in Principle (p.53)	1.5	0.7	2.2	0.3	3.9	4.2
Total Funding Requests and Carry-forwards Seeking Approval in Principle	1.5	1.8	3.4	0.3	4.2	4.4
Final Net Position	126.8	-103.4	23.4	1.9	12.4	14.4

Vote 1 Anticipated Lapse \$169.3M primarily relates to:

- \$81.3M - Incremental Funding to Agency Base (excluding Projects) :
 - \$47.5M Irregular Migration
 - \$14.8M Mexico
 - \$10.8M eManifest
 - \$8.2M Policy Initiatives:
 - \$3.9M Opioids
 - \$2.0M MV Sun Sea
 - \$1.5M Guns & Gangs
- \$53.5M Projects (refer to p.56) :
 - \$45.9M TB Funded Projects:
 - \$38M Development primarily:
 - \$12.4M Biometrics Expansion
 - \$7.4M GHIB
 - \$6.8M CARM
 - \$5.2M Entry/Exit
 - \$7.9M Maintenance
 - \$7.5M Internally Funded Projects

Ongoing Monitoring

- \$4.5M Negotiations ongoing with SSC for upgrades to network bandwidth, distributed systems and mainframe storage
- \$18.8M Vote 5 Adjusted surplus under review
 - \$7.6M Policy Initiatives
 - \$6.1M Internally Funded Projects (refer to p.57)
 - \$4.2M Controlled Funds (refer to p.55)
- Branch Surplus funding identified to be returned to the Agency Reserve will remain within Branches

Decision Item 1: Approve requests for temporary (in-year) funding – V1 \$1.2M; V5 \$0.3M

Decision Item 2: Approve in principle carry-forward requests – V1 \$2.2M, V5 \$4.2M; final approval pending confirmation at year-end



Budget Transfers

Item	Branch	Vote 1 (\$000s)			Vote 5 (\$000s)			Temporary (in-year)	Permanent
		Salary	Non Salary	Total	Capital Salary	Capital	Total		
Vote Swap									
Chain of Trust	Travellers	450	202	652	-450	-202	-652	X	
Conversion Requests									
Division 9	IEB (OPI)	63	-80	-17					X
Branch to Branch - Budget Transfers									
Innovation Solution Canada - Testing and	Reserve		-470	-470				X	
	ISTB		470	470					
Division 9	Reserve	-329	15	-315					X
	IEB	127	59	186					
	NOR	202	39	241					
	GTA		-112	-112					

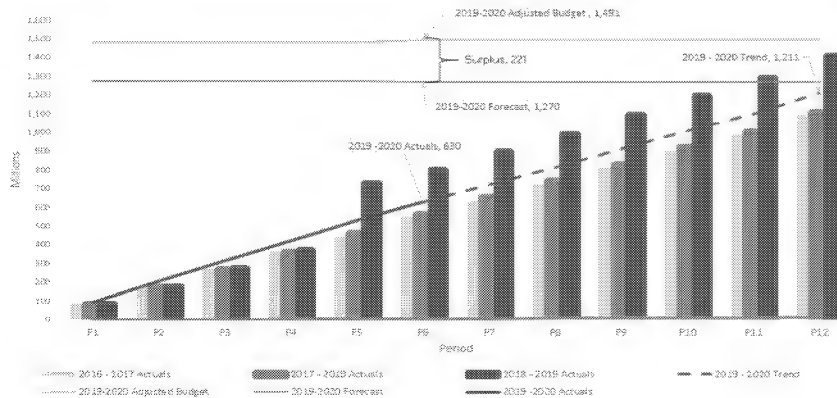
Item	PI	Vote 1 (\$000s)			Vote 5 (\$000s)			Temporary (in-year)	Permanen
		Salary	Non Salary	Total	Capital Salary	Capital	Total		
PI Transfer									
Division 9	20100	-252	-22	-274					X
	10300	127	5	133					
	20500	125	16	142					
Nexus/Chain of Trust	10700		-348	-348	-450	-202	-652	X	
	10400		348	348	450	202	652		

Decision Item 3A: Approve non-salary to salary conversion request for Division 9
Decision Item 3B: Approve Branch to Branch budget transfers for ISC and Division 9
Decision Item 3C: Approve PI budget transfers for Nexus/Chain of Trust and Division 9

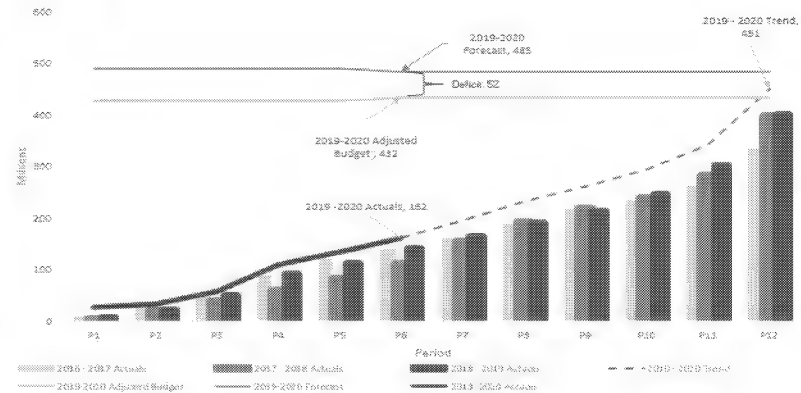


Vote 1 - Financial Situation

Vote 1 Salary



Vote 1 Non Salary



Salary

- The Agency forecasts a **surplus of \$221.3M** of which **\$92.9M is earmarked** resulting in an **available surplus of \$128.4M**
- Earmarked items include financial requirements for 2020-21 \$62.6M, TB funded projects \$11M, Irregular Migration/Asylum \$9.3M, eManifest \$4.1M, realignment of ISTB/Traveller \$3.3M, and Known Traveller Digital Identity Pilot (KTDI) \$1.3M
- 2018-19 expenditures include collective agreement retroactive salary for fiscal years 2014-15 to 2017-18. 2014-15 retro (\$10M) is outside the 4 year average used when trending the projection and therefore the projected expenditures are slightly overstated
- Available surplus may be required to offset forecasted non salary deficit

Non-Salary

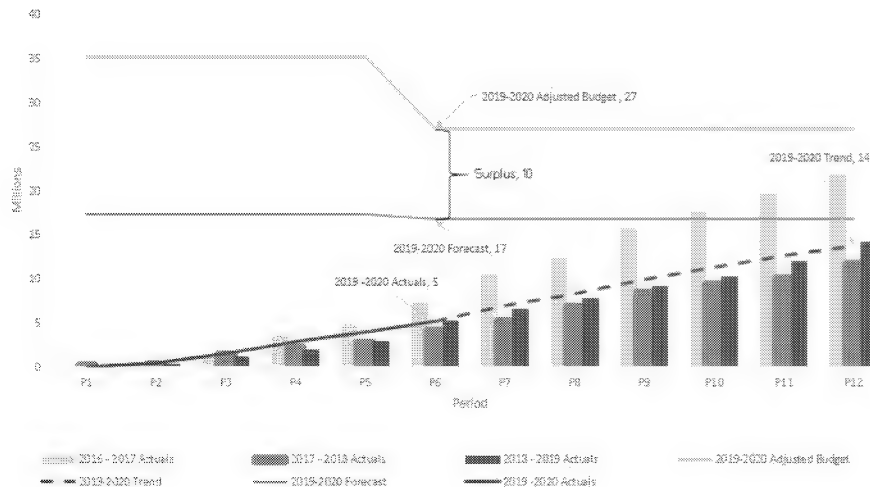
- The Agency forecasts a **deficit of \$52M**, including **earmarked items \$49.5M** increases the **deficit to \$101.5M**
- Deficit is primarily driven by the carryforward and over-programming \$74.3M
- Expenditures plus commitments total \$473.5M (expenditures \$162M; commitments \$311.5M), forecast of \$484.5M includes \$11M of soft commitments

Action Item 1A. Forecasted Vote 1 surplus at year end \$169.3M is **9% of adjusted budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2020-21; branches to update budgets, commitments, and forecasts in preparation for Q3 forecast exercise.

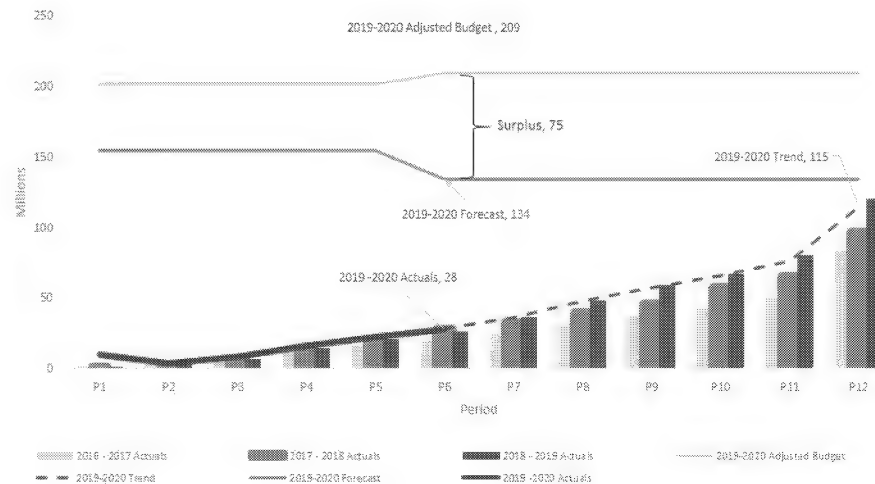


Vote 5 - Financial Situation

Vote 5 Salary



Vote 5 Non Salary



Salary

- The Agency is forecasting a **surplus of \$10.4M** of which **\$8.2M is earmarked** primarily for TB funded projects resulting in an **available surplus of \$2.2M**

Non-Salary

- The Agency is forecasting a **surplus of \$75M** of which **\$58.4M is earmarked** primarily for TB funded projects \$39.8M, 2020-21 financial requirements \$9M and the reprofile for Burrard Inlet \$7M, resulting in an **available surplus of \$16.6M**
- Under review**
 - Internally Funded Projects (\$4.9M);
 - Controlled Funds (\$4.2M) and
 - Policy Initiatives (\$7.6M)

Action Item 1B. Forecasted Vote 5 surplus at year end \$85.4M is **36% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2020-21; Branches/OPIs to update budgets, commitments, and forecasts in line with the approved capital plan in preparation for Q3 forecast exercise.



Functional Portfolio Dashboard – Intelligence and Enforcement

Portfolio	2019-20 Financial Situation (In Millions)			Key Metric Volumes ²												
	Program Inventory	Vote 1	Vote 5	Metric	2018-19					Expected Volumes	Total (Cumulative)	2019-20				Trend
	PI Name	Net Position	Net Position		Year End	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4	
Intelligence & Enforcement (Border Management)	Targeting	5.8	0.1	To be confirmed												
	Intelligence Collection & Analysis	10.2	0.0	IMS cases opened ¹	11,250	2,659	2,840	2,501	3,250	9,700	5,529	2,069	3,460	-	-	1.01
				IMS activities count ¹	19,048	4,497	4,420	5,387	4,744	17,500	8,428	3,331	5,097	-	-	0.95
	Security Screening	2.2	0.0	To be confirmed												
	Total	18.2	0.1		-	-	-	-	-	-	-	-	-	-	-	
Intelligence & Enforcement (Border Enforcement)	Immigration Investigations	7.8	0.0	Concluded immigration investigations	22,164	5,098	4,757	5,208	7,101	20,300	11,834	6,404	5,430	-	-	1.20
				A44 reports written inland	13,445	2,980	4,109	3,556	2,800	8,610	9,854	4,269	5,585	-	-	1.39
	Detentions	8.4	0.0	Number of detention days (IHC)	55,324	15,193	14,623	12,367	13,141	65,862	29,053	14,512	14,541	-	-	0.97
				Number of detention days (Non-IHC)	67,966	17,995	17,225	16,621	16,125	61,912	34,843	17,930	16,913	-	-	0.99
	Hearings	2.7	0.0	Immigration division	12,751	3,349	3,146	3,154	3,102	9,510	6,655	3,362	3,293	-	-	1.02
				Immigration appeal division	10,193	2,777	2,568	2,485	2,363	7,620	4,405	2,656	1,749	-	-	0.82
				Refugee protection division	29,738	7,934	6,667	5,866	9,271	1,000	17,082	8,763	8,319	-	-	1.17
				Refugee appeal division	274	76	53	74	71	40	234	27	207	-	-	1.81
	Removals	-2.0	0.0	Number of Inland Removals ¹	6,430	1,225	1,464	1,403	2,338	4,310	3,450	1,692	1,758	-	-	1.28
				Number of Port of Entry Removals ¹	3,178	811	968	662	737	3,010	1,564	754	810	-	-	0.88
	Criminal investigations	-2.8	0.1	Cases opened	368	111	81	78	98	660	204	111	93	-	-	1.06
				Cases referred to the public prosecution service of Canada (PPSC)	150	41	47	29	33	300	85	43	42	-	-	0.97
				Total	14.2	0.2		-	-	-	-	-	-	-	-	-

Intelligence & Enforcement, forecasts a **surplus of \$18.2M in Border Management** and a **surplus of \$14.2M in Border Enforcement**; volumes as compared to last year see a decrease in IMS cases (95-101%); increases in concluded immigration investigations (120%), A44 reports inland (139%), and Inland Removals (128%)



Functional Portfolio Dashboard – Traveller & Commercial and Trade

Portfolio	2019-20 Financial Situation (In Millions)			Key Metric Volumes ²													
	Program Inventory	Vote 1	Vote 5	Metric	2018-19					2019-20							
	PI Name	Net Position	Net Position		Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Traveller	Traveller Facilitation & Compliance	27.5	15.4	Number of travellers processed	96,520,554	24,870,705	30,162,611	20,951,240	20,535,998	99,731,409	55,970,823	25,195,966	30,774,857	-	-	1.02	
				Number of immigration Exams	2,016,198	546,662	661,065	419,961	388,510	1,951,538	1,128,174	479,200	648,974	-	-	0.93	
				Number of Customs/OGD Examinations	1,331,730	347,403	369,378	307,339	307,610	1,311,065	617,846	318,939	298,907	-	-	0.86	
	Trusted Traveller	2.4	2.1	Number of trusted travellers processed	9,910,298	2,544,032	2,592,713	2,400,968	2,372,585	9,818,006	5,287,868	2,605,844	2,682,024	-	-	1.03	
				Number of risk assessments completed (new, maintenance, and periodic)	700,262	144,647	139,131	167,608	248,876	931,797	303,692	163,725	139,967	-	-	1.07	
				Number of completed enrollment interviews	215,727	64,300	58,108	50,039	43,280	149,570	126,194	59,981	66,213	-	-	1.03	
	Total	29.9	17.4		-	-	-	-	-	-	-	59,981	66,213	-	-		
Commercial & Trade	Commercial-Trade Facilitation & Compliance	12.7	27.0	Number of commercial releases (all modes)	21,739,228	5,544,816	5,318,824	5,675,784	5,199,804	21,773,440	10,243,148	5,236,342	5,006,806	-	-	0.94	
				Number of parcels (postal)	79,764,746	21,225,435	20,248,972	19,494,506	18,795,833	80,027,526	43,116,097	21,571,235	21,544,862	-	-	1.04	
				Number of verifications	1,403	296	309	332	466	1,625	719	319	400	-	-	1.19	
				Number of B2s	211,031	61,886	50,048	48,158	50,939	180,242	113,085	54,420	58,665	-	-	1.01	
	Anti-dumping & Countervailing	1.8	0.0	To be confirmed													
	Trusted Trader	3.3	0.7	Total number of CSA transactions (all modes)	926,283	244,302	224,749	226,805	230,427	25,739	464,765	239,630	225,135	-	-	0.99	
				Number of new applications (PIP and CSA)	166	37	40	47	42	125	102	40	62	-	-	1.32	
Number of revalidation				396	150	86	102	58	323	102	59	43	-	-	0.43		
Total	17.9	27.6															

Traveller, forecasts a **surplus of \$27.5M** in Facilitation and Compliance, and **\$2.4M** in Trusted Traveller; number of travellers processed remains consistent with last year (102%) while the number of trusted traveller enrollment interviews has slightly increased (103%)

Commercial & Trade, forecasts a **surplus of \$12.7M** in Facilitation and Compliance, a **surplus of \$1.8M** in Anti Dumping and Countervailing and a **surplus of \$3.3M** in Trusted Trader; number of B2s remain consistent with last year (101%) while there is a decrease in number of commercial releases (94%) and revalidations (43%)



Planned Staffing

Salary - Vote 1 and 5						
Branch (\$000)	Total Salary Forecast	Q2		Total Salary Forecast	Q1	
		Planned Staffing (included in forecast)	Attrition (included in forecast)		Planned Staffing (included in forecast)	Attrition (included in forecast)
President's Office	1,420.2		0.0	1,406.1		
Audit & Evaluation	4,793.7	74.8	167.0	4,856.5	412.4	240.0
Legal	586.8	38.0	0.0	647.1	69.0	
CARM Branch	5,490.6	383.6	0.0	5,450.5	300.0	0.0
Finance & Corporate Management Branch	62,903.8	5,261.0	1,205.2	62,703.2	8,551.0	998.0
Human Resources Branch	79,604.6	4,298.0	1,300.0	81,296.3	7,034.1	2,298.0
Strategic Policy Branch	41,548.9	3,017.8	2,100.0	39,379.9	5,445.6	2,300.0
Information, Science & Technology Branch	93,364.6	3,908.5	3,733.0	94,365.7	9,719.0	5,300.0
Chief Transformation Officer Branch	3,446.0	219.2	36.5	3,359.3	946.8	129.0
Travellers Branch	24,430.3	355.3	235.0	25,065.0	2,023.3	485.0
Commercial and Trade Branch	40,827.3	2,000.0	673.0	42,084.6	4,749.8	1,539.0
Intelligence & Enforcement Branch	70,638.5	3,407.6	1,600.0	77,059.9	6,765.5	2,300.0
Atlantic Region	60,267.5	406.0	850.0	60,506.7	910.0	650.0
Quebec Region	170,819.7	3,755.0	2,200.0	169,318.3	6,340.8	3,500.0
Northern Ontario Region	54,430.4	1,973.5	1,828.6	55,149.4	2,638.5	
Greater Toronto Area Region	180,974.2	8,917.9	4,099.9	182,318.3	8,684.7	
Southern Ontario Region	134,122.4	1,293.0	2,282.5	133,371.6	3,987.2	4,755.5
Prairie Region	97,841.4	3,238.2	4,821.0	96,814.9	7,423.0	7,423.0
Pacific Region	154,545.1	1,044.6	3,066.1	153,431.9	3,241.1	3,241.1
Corporate Accounts	4,441.4			4,441.4		
Total	1,286,497.3	43,592.0	30,197.8	1,293,026.4	79,241.8	35,158.6

Action Item 1C. Based on planned staffing of \$43.6M, an average salary of \$82k, and a proration of FTEs to 0.5, it is estimated that:

- Planned staffing in the regions (503 positions), represents a 49% increase over the first two quarters of 2019-20 (337 positions)
- Planned staffing in HQ (560 positions), represents a 69% increase over the first two quarters of 2019-20 (332 positions)
- Continued emphasis to be placed on HQ branch staffing plans during Q3 review



In Millions

Financial Situation by Branch – Vote 1

Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Actuals as % of Budget	Previous Year Actuals
President's Office	1.7	0.7	0.1	1.0	1.5	0.2	37.6%	1.6
Audit & Evaluation	5.8	2.8	0.8	2.2	5.7	0.1	49.0%	5.8
Legal	16.5	7.4	8.7	0.4	17.5	-1.0	44.5%	18.9
CARM Branch	6.2	2.4	0.0	3.8	4.3	1.9	38.7%	1.3
Finance & Corporate Management Branch	147.3	59.7	47.5	40.1	141.5	5.7	40.5%	104.8
Human Resources Branch	104.9	49.6	17.2	38.1	111.5	-6.6	47.3%	86.3
Strategic Policy Branch	47.2	21.7	1.8	23.7	51.9	-4.7	45.9%	41.8
Information, Science & Technology Branch	248.9	95.7	78.6	74.6	247.9	1.0	38.4%	227.9
Chief Transformation Officer Branch	5.2	1.5	1.1	2.6	5.5	-0.3	29.1%	3.6
Travellers Branch	34.8	16.1	7.1	11.5	36.7	-1.9	46.3%	38.5
Commercial and Trade Branch	50.2	21.0	2.9	26.3	45.0	5.2	41.8%	46.8
Intelligence & Enforcement Branch	78.3	38.5	10.1	29.6	83.5	-5.2	49.2%	89.2
Atlantic Region	65.0	32.7	1.5	30.8	65.0	0.0	50.3%	80.4
Quebec Region	184.7	96.3	40.7	47.7	216.9	-32.2	52.1%	242.8
Northern Ontario Region	57.3	28.9	1.3	27.1	58.6	-1.4	50.5%	69.5
Greater Toronto Area Region	219.7	105.0	59.6	55.1	224.9	-5.3	47.8%	242.9
Southern Ontario Region	135.4	68.2	1.3	65.9	138.0	-2.5	50.4%	166.3
Prairie Region	106.8	54.1	8.8	43.9	112.4	-5.5	50.7%	126.1
Pacific Region	166.5	85.6	22.6	58.3	175.2	-8.7	51.4%	204.8
Unallocated Project	138.0			138.0		138.0		
Corporate Accounts	10.5	2.3	2.2	6.0	10.7	-0.2	21.9%	8.4
Reserve	92.7	-0.2		92.9		92.7	-0.2%	
Corporate Adjustment		2.2	0.0	-2.2				3.6
Grand Total	1,923.5	792.1	313.9	817.5	1,754.3	169.3	41.2%	1,811.2

Action Item 1D. While the above Branch and Regional positions indicate several forecast deficits, it is understood that the majority of these are offset by budget distributions from the Reserve which can only be processed once details are received from OPIs (i.e. Irregular Migration, Projects, etc.):

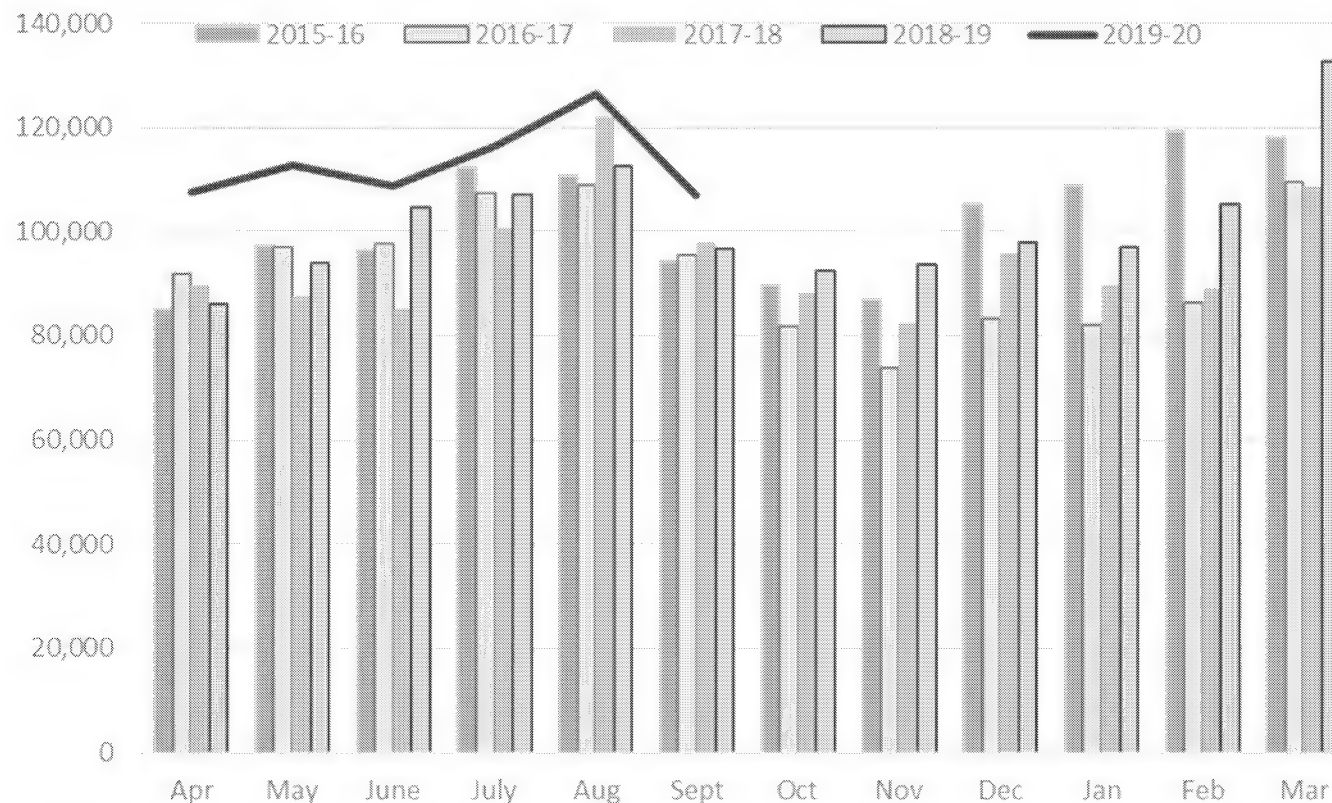
- OPIs and Branches to complete allocations to provide a clearer position by branch in support of Q3 forecast exercise.

Includes anticipated budget adjustments. See p.52 for details.



Overtime Utilization

OT Hours by Month by Year

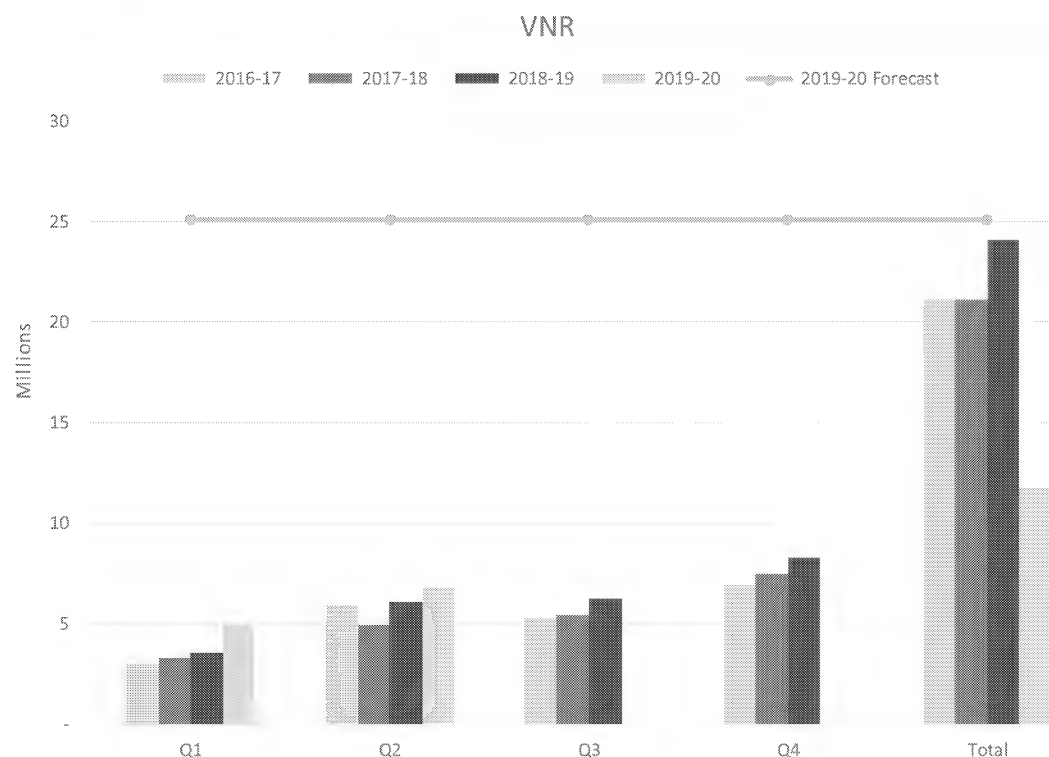


Action Item 2. Overtime Reduction (Gate 1 – Efficiency): \$5.2M reduction applied to budgets effective 2019-20 and ongoing, due to the optimization of staff availability and reduced idle time through more efficient work schedules, overtime and leave management.

- Q2 branch/ program indicators are that the reduction will be managed this fiscal, however, tracking of hours does not align to those indicators
- Monitoring to continue in 2019-20, to confirm savings and/or requirement to revisit savings implementation plan
- Integration of savings to be included in efficiency program reporting



Vote Netted Revenue (VNR)



VNR Name	2019-20 Forecast
Broker's Licence Fees	0.5
Canpass - Pr & Cor Air	0.0
Canpass - Private Boats	0.1
Cont. agre. / New & Enhance	2.4
Customs Bonded Warehouse	0.0
Det. Dog Learning Service	0.6
FAST Program	0.4
Fees for Collecting PST	2.8
Food Inspection Fees	3.7
NEXUS Program	13.0
Priority Post Fees	0.5
Priv, Lic & Permits	0.0
Prov Tobac Alch M/L	0.7
Remote Area Border	0.5
Storage Charges - Queen's	0.0
Total	25.1

- Revenue from the sales of services reflects the Agency's forecasted re-spendable revenue, Year-over-year revenue has increased in line with volumes in the NEXUS program:
 - Authority is \$18.5M, while re-spend authority is 125% of that amount meaning the re-spendable amount is \$23M
 - For 2018-19, the revenue collected amounts to \$24.1M, which is approximately \$1M in excess of TB authorities
 - For 2019-20 and ongoing, FCMB, with Program OPI support on methodology for NEXUS VNR forecast, is in the process of increasing the Agency's VNR authority by \$4M, to \$22.5M



Additional Points of Interest

Budgets and Forecast at Lowest Cost Center

- It is vital that Branches and Regions continue to push down budgets and forecasts (including planned staffing, attrition, and overtime) to the lowest Cost Centre (CC) level
- Earlier reporting at the lowest CC level will assist cost centre managers with the Integrated Business Planning for 2020-21 to 2022-23 and will ensure an accurate picture of the 2019-20 financial situation by PI is reported in the Agency Q3 FSR.
- This should be completed as soon as possible and no later than December 5, 2019 for Q3 financial reporting period

Irregular Migration

Funding of \$83.3M, which includes:

- \$63.7M Direct, \$13.2M Indirect, and \$6.6M C/F (2018/19 - IM B2018) (Direct)
 - excluding EBP, PSPC & Accommodations (\$10.5M) and corporate support (\$6.3M)
- Currently finalizing Round 2 of the TFA's (based on Q2F), resulting in a total budget allocation of **\$49.8M**; as follows:
 - \$35.7M in Border Management, including \$27.2M for Lacolle, Montreal, PAC and PRA urban processing centres
 - \$12.9M in Border Enforcement, including Immigration Investigations (\$0.9M), Hearings (\$5.3M) and Removals (\$6.7M)
 - \$1.2M in Internal Services, primarily Management and Oversight (\$1.0M)
- Possible PI adjustments may require a return to FIMC at a later date (in advance of processing round 2 TFAs)
- OPI will recommend to FIMC a carry forward strategy as part of the Q3 FSR

Performance Management Agreements

- For 2019-20 executives will be held to the commitment in 2019-2020 performance management agreements – remain within approved budget authorities while maintaining a variance of 3% or less between the 2019-2020 Q2 forecast and year-end actual expenditures

Action Item 3. Cost centre managers to push down budgets and forecasts to the lowest cost centre level by December 5, 2019 for Q3 financial reporting period.



Financial Management Plan Update

- **Improved guidance** updated maintenance and transfer guide to align with functional model, including detailed steps for Program Inventory transfers;
- **Enhanced budget transparency and accountability** quarterly multi-year budget delegation letters include functional budgets across the agency, while planning guidance aligns budgets to functional VPs; and provision of an additional year of data to align to 3-year planning;
- **Integration of financial and non-financial information** at the Program Inventory level for key functional portfolios (Traveller, Commercial & Trade, and Intelligence and Enforcement) including volumes, with year over year comparison aligned to financial forecast;
- **Actions to minimize lapses and support business planning**, includes call for multi-year financial information for all projects/initiatives, and program inventory budget alignment for Q2; as well as the addition of variance explanations and FCMB independent assessment in Integrated Project Reports.



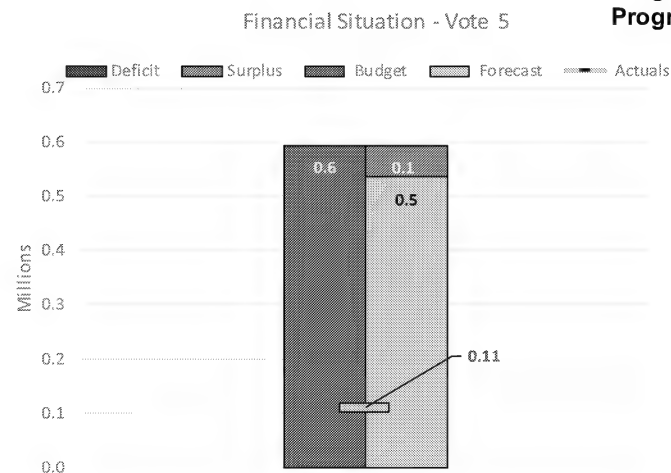
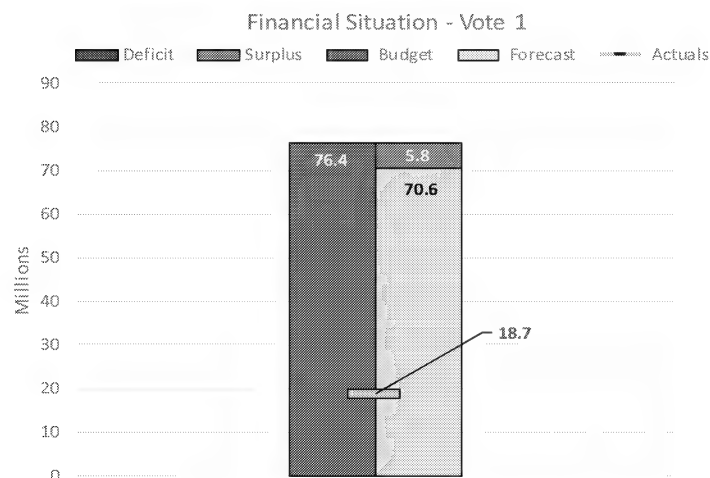
Annex



Intelligence & Enforcement Portfolio (Border Management)



Targeting – Financial Situation



Program Delivery 70%
Program Support 30%

Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Targeting predicts a **surplus of \$5.8M in Vote 1** for the program primarily related to eManifest, and IAPI.

As at **Q2 2019-20** the financial forecast for Targeting predicts a **surplus of \$0.1M in Vote 5** for the program.

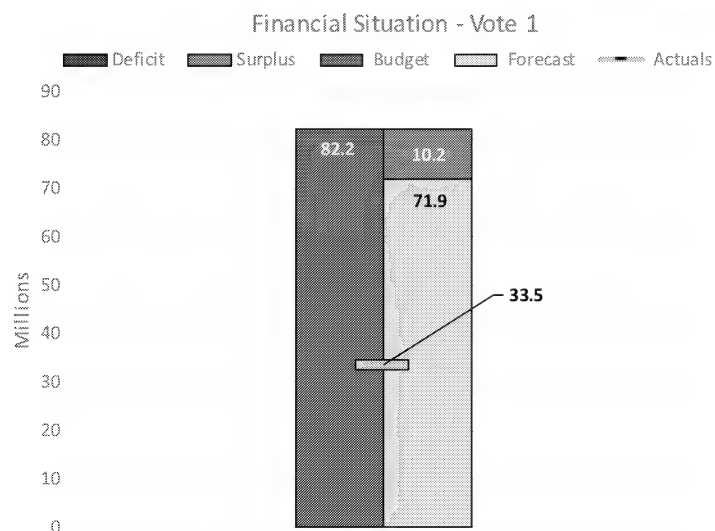
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Intelligence Collection and Analysis – Financial Situation

Program Delivery 93%
Program Support 7%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Intelligence Collection and Analysis program predicts a **surplus of \$10.2M in Vote 1** primarily related to:

- \$6.6M Irregular Migration
- \$2.5 eManifest
- \$2.2M Mexico (Agency Reserve)

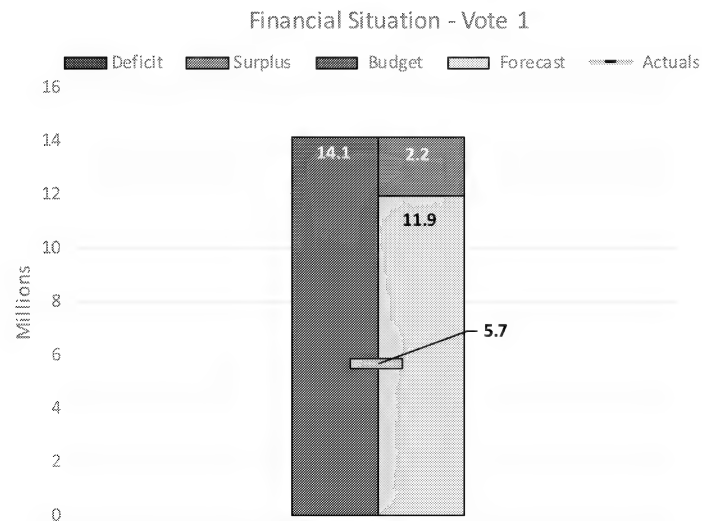
Metric	2018-19					2019-20						Trend
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	
IMS cases opened ¹	11,250	2,659	2,840	2,501	3,250	9,700	5,529	2,069	3,460	-	-	1.01
IMS activities count ¹	19,048	4,497	4,420	5,387	4,744	17,500	8,428	3,331	5,097	-	-	0.95

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Security Screening – Financial Situation

Program Delivery 89%
Program Support 11%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Security Screening predicts a **surplus of \$2.2M in Vote 1** for the program primarily related to:

- \$1.3M Temporary Residents (Agency Reserve)
- \$0.8M Irregular Migration
- \$0.3M Mexico (Agency Reserve)

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

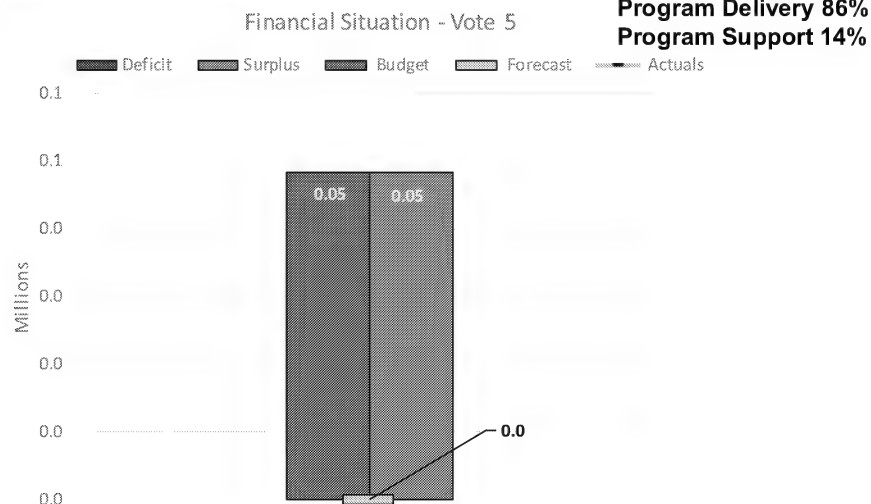
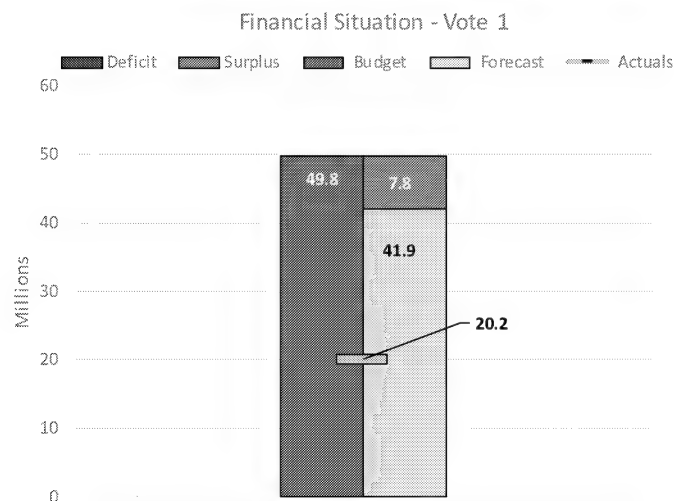
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Intelligence & Enforcement Portfolio (Border Enforcement)



Immigration Investigations – Financial Situation



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Immigration Investigations predicts a **surplus of \$7.8M in Vote 1** for the program primarily related to:

- \$4.5M Irregular Migration
- \$2.3M Mexico (Agency Reserve)
- \$0.7M Security Certificate Division 9

As at **Q2 2019-20** the financial forecast for Immigration Investigations predicts a **surplus of \$0.05M in Vote 5** for the program.

Metric	2018-19					2019-20						Trend
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	
Concluded immigration investigations	22,164	5,098	4,757	5,208	7,101	20,300	11,834	6,404	5,430	-	-	1.20
A44 reports written inland	13,445	2,980	4,109	3,556	2,800	8,610	9,854	4,269	5,585	-	-	1.39

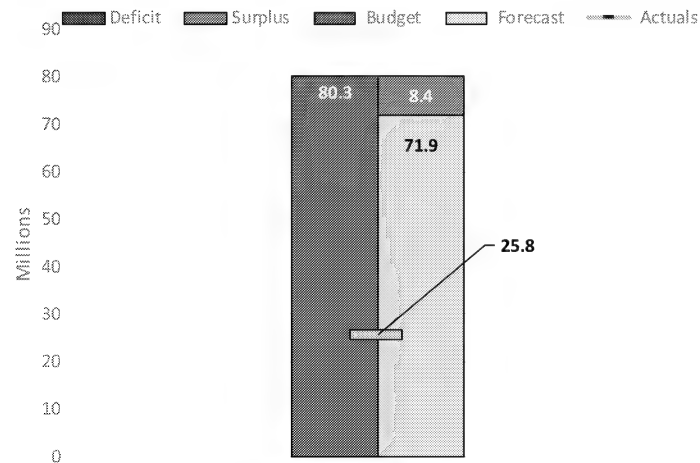
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Detentions – Financial Situation

Financial Situation - Vote 1

Program Delivery 93%
Program Support 7%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Detentions predicts a **surplus of \$8.4M in Vote 1** for the program primarily related to:

- \$4.1M Strengthening the National Immigration Detention Framework
- \$2M Mexico (Agency Reserve)

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of detention days (IHC)	55,324	15,193	14,623	12,367	13,141	65,862	29,053	14,512	14,541	-	-	0.97
Number of detention days (Non-IHC)	67,966	17,995	17,225	16,621	16,125	61,912	34,843	17,930	16,913	-	-	0.99

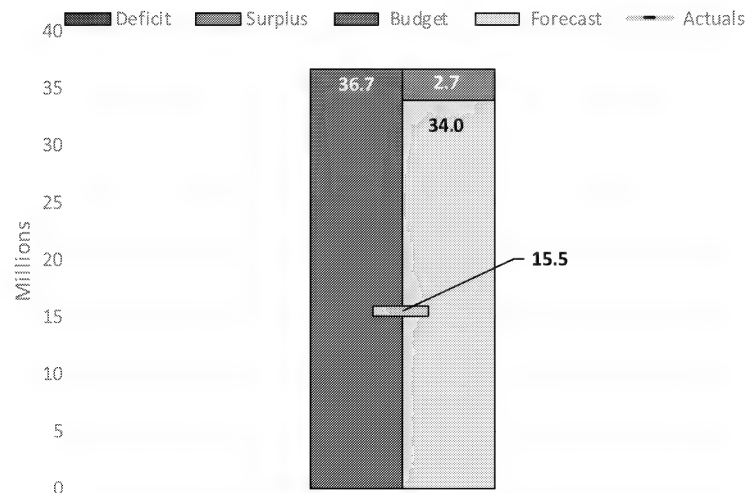
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Hearings – Financial Situation

Financial Situation - Vote 1

Program Delivery 88%
Program Support 12%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Hearings predicts a **surplus of \$2.7M in Vote 1** for the program primarily related to:

- \$3M Mexico (Agency Reserve)

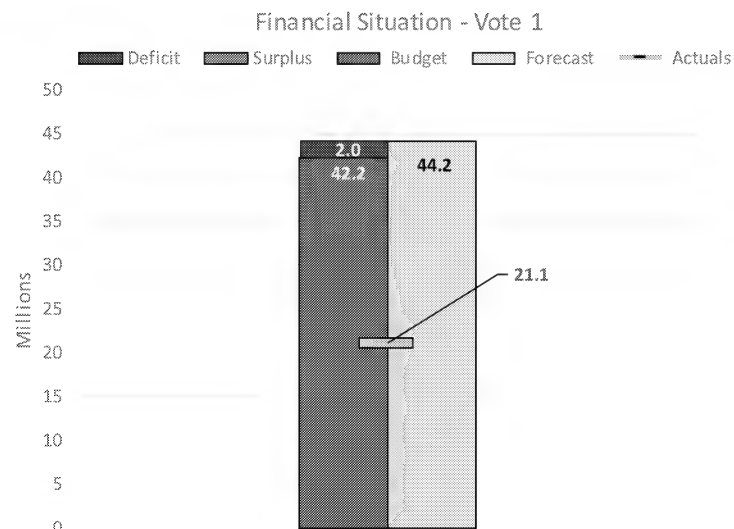
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Immigration division	12,751	3,349	3,146	3,154	3,102	9,510	6,655	3,362	3,293	-	-	1.02
Immigration appeal division	10,193	2,777	2,568	2,485	2,363	7,620	4,405	2,656	1,749	-	-	0.82
Refugee protection division	29,738	7,934	6,667	5,866	9,271	1,000	17,082	8,763	8,319	-	-	1.17
Refugee appeal division	274	76	53	74	71	40	234	27	207	-	-	1.81

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Removals – Financial Situation

Program Delivery 92%
Program Support 8%



Financial situation includes anticipated budget adjustments. See p.52 for details.

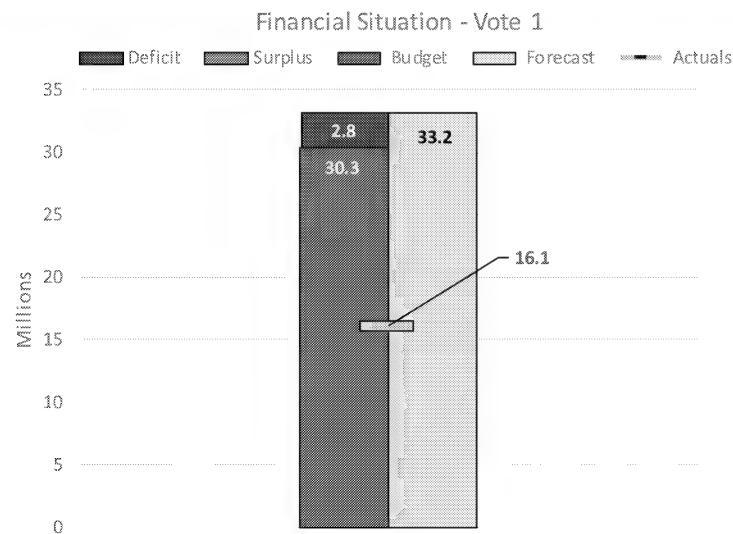
As at **Q2 2019-20** the financial forecast for Removals predicts a **deficit of \$2M in Vote 1** for the program.

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of Inland Removals ¹	6,430	1,225	1,464	1,403	2,338	4,310	3,450	1,692	1,758	-	-	1.28
Number of Port of Entry Removals ¹	3,178	811	968	662	737	3,010	1,564	754	810	-	-	0.88

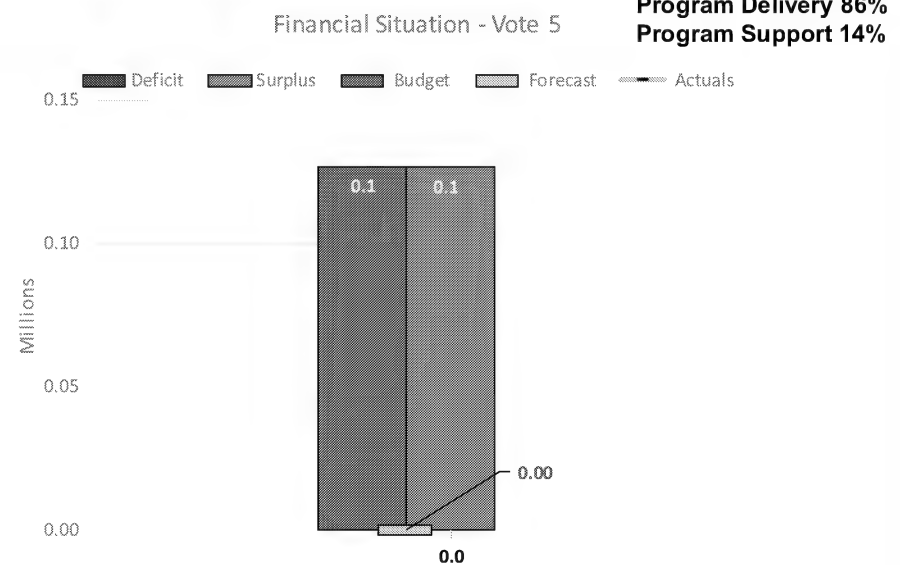
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Criminal Investigations – Financial Situation



As at **Q2 2019-20** the financial forecast for Criminal Investigations predicts a **deficit of \$2.8M in Vote 1** for the program.



As at **Q2 2019-20** the financial forecast for Criminal Investigations predicts a **surplus of \$0.1M in Vote 5** for the program.

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Cases opened	368	111	81	78	98	660	204	111	93	-	-	1.06
Cases referred to the public prosecution service of Canada (PPSC)	150	41	47	29	33	300	85	43	42	-	-	0.97

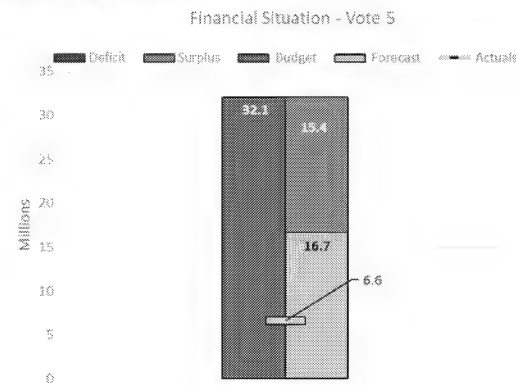
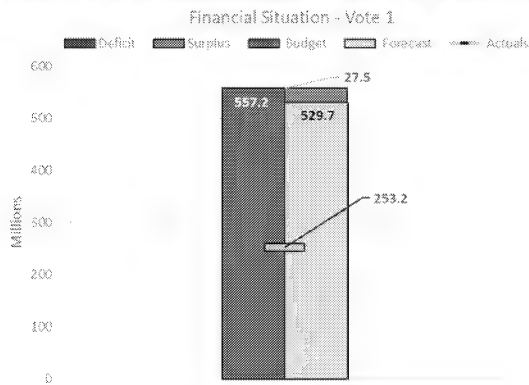
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Traveller Portfolio



Traveller Facilitation and Compliance – Financial Situation



Program Delivery 93%
Program Support 7%

Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Traveller Facilitation and Compliance predicts a **surplus of \$27.5M in Vote 1** for the program primarily related to:

- \$14.5M Biometric Expansion: de-scoped CRIS component and project delivered under budget.
- \$5.4M Entry-Exit: reporting releases being carried forward to fiscal 2020-21.
- \$2.4M PPP: compliance model related change request work has been pushed to future years.

As at **Q2 2019-20** the financial forecast for Traveller Facilitation and Compliance predicts a **surplus of \$15.4M in Vote 5** for the program primarily related to:

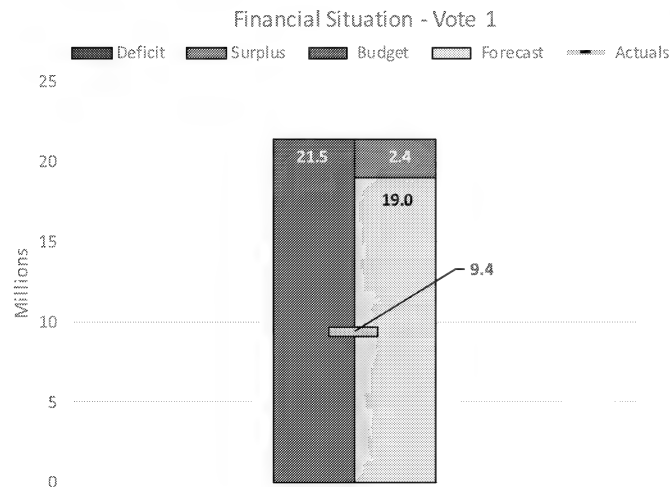
- \$8.3M PPP: primarily related to compliance model change requests work been pushed to future years.
- \$3.1M Entry-Exit: primarily due to reporting releases being carried forward to fiscal 2020-21
- \$2.1M Biometric Expansion: surplus due to de-scoped CRIS component.

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of travellers processed	96,520,554	24,870,705	30,162,611	20,951,240	20,535,998	99,731,409	55,970,823	25,195,966	30,774,857	-	-	1.02
Number of immigration Exams	2,016,198	546,662	661,065	419,961	388,510	1,951,538	1,128,174	479,200	648,974	-	-	0.93
Number of Customs/OGD Examinations	1,331,730	347,403	369,378	307,339	307,610	1,311,065	617,846	318,939	298,907	-	-	0.86

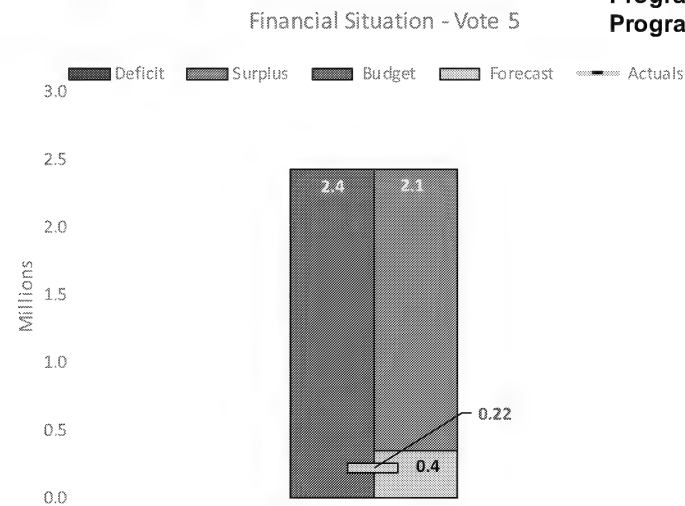
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Trusted Traveller – Financial Situation



As at **Q2 2019-20** the financial forecast for Trusted Traveller predicts a **surplus of \$2.4M in Vote 1** for the program.



As at **Q2 2019-20** the financial forecast for Trusted Traveller predicts a **surplus of \$2.1M in Vote 5** for the program.

- \$2.1M Nexus Modernization: due to OCIs reducing forecasts significantly

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of trusted travellers processed	9,910,298	2,544,032	2,592,713	2,400,968	2,372,585	9,818,006	5,287,868	2,605,844	2,682,024	-	-	1.03
Number of risk assessments completed (new, maintenance, and periodic)	700,262	144,647	139,131	167,608	248,876	931,797	303,692	163,725	139,967	-	-	1.07
Number of completed enrollment interviews	215,727	64,300	58,108	50,039	43,280	149,570	126,194	59,981	66,213	-	-	1.03

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3

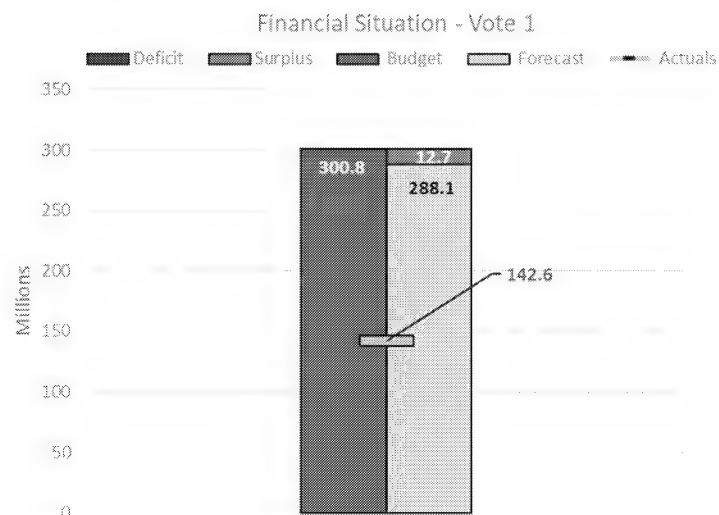


Commercial & Trade Portfolio



Commercial Trade Facilitation and Compliance – Financial Situation

Program Delivery 85%
Program Support 15%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Commercial Trade Facilitation and Compliance predicts a **surplus of \$12.7M in Vote 1** for the program primarily related to:

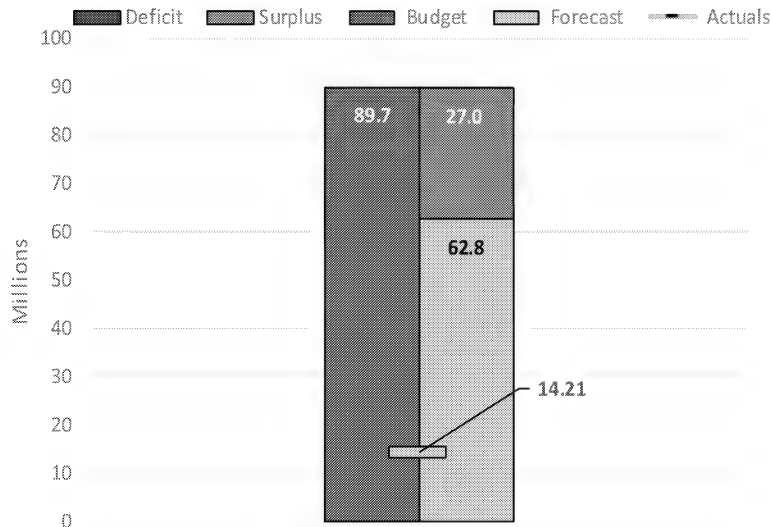
- \$10.7M Project surplus
 - \$6.7M CARM: contingency funding set aside for project (including a 20% holdback on TFAs)
 - \$3.3M MCEF
- \$2.3M eManifest
- \$1.8M African Swine Fever
- \$6.6M Regional base: net deficit mostly due to distribution of the budget between PIs and in a surge of activity in GTA



Commercial Trade Facilitation and Compliance – Financial Situation

Program Delivery 85%
Program Support 15%

Financial Situation - Vote 5



As at **Q2 2019-20** the financial forecast for Commercial Trade Facilitation and Compliance predicts a **surplus of \$27M in Vote 5** for the program primarily related to:

- \$10.4M Marine Container Examination Facility: surplus due to scope and schedule changes related to imaging equipment solution at Burrard Inlet to be carried forward
- \$9.4M Postal Modernization Initiative: negotiations with Canada Post that remain to be concluded
- \$4.6M CARM: surplus due to contingency funding set aside for project (including a 20% holdback on TFAs)
- \$2.6M Guns & Gangs: surplus due to construction delays for Rigaud All Weather Facility and miscellaneous surpluses in IT activities

Financial situation includes anticipated budget adjustments. See p.52 for details.

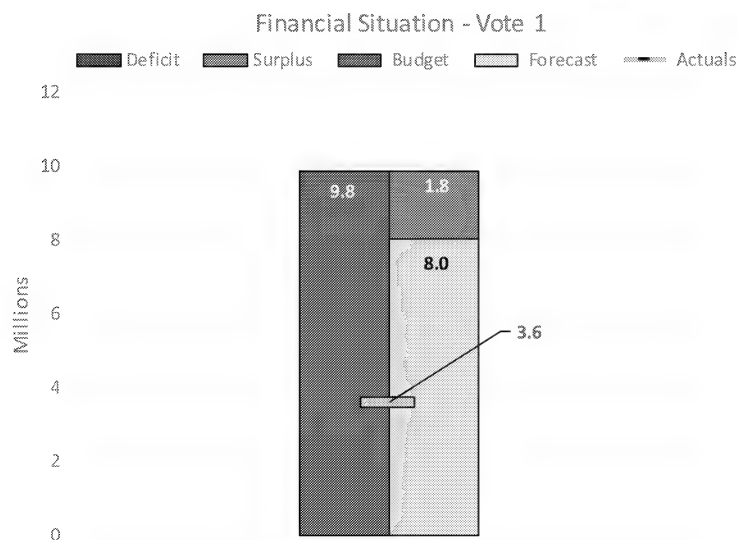
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of commercial releases (all modes)	21,739,228	5,544,816	5,318,824	5,675,784	5,199,804	21,773,440	10,243,148	5,236,342	5,006,806	-	-	0.94
Number of parcels (postal)	79,764,746	21,225,435	20,248,972	19,494,506	18,795,833	80,027,526	43,116,097	21,571,235	21,544,862	-	-	1.04
Number of verifications	1,403	296	309	332	466	1,625	719	319	400	-	-	1.19
Number of B2s	211,031	61,886	50,048	48,158	50,939	180,242	113,085	54,420	58,665	-	-	1.01

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Anti-dumping and Countervailing – Financial Situation

Program Delivery 68%
Program Support 32%



As at **Q2 2019-20** the financial forecast for Anti-dumping and Countervailing predicts a **surplus of \$1.8M in Vote 1** for the program.

- \$1.9M Base surplus attributable to efforts to build/augment SIMA staff capacity throughout FY 2019-20. In FY 2020-21, consumption of SIMA funding will be greater as annualized effect of current FY staffing efforts takes hold.

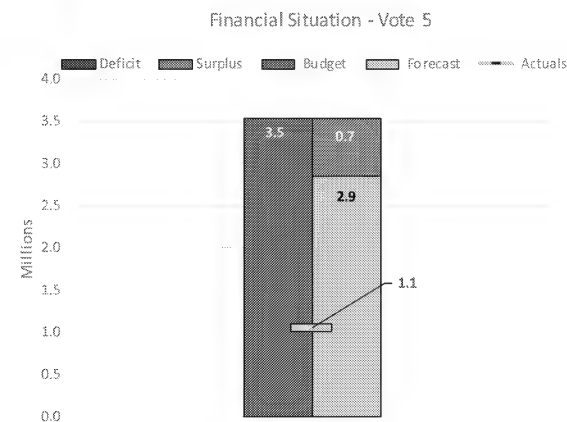
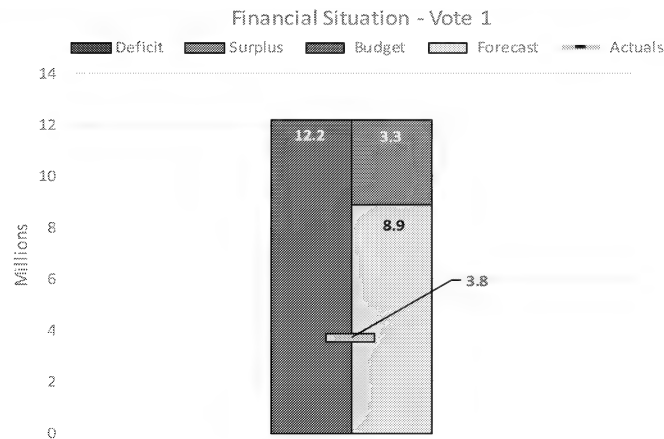
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3.



Trusted Trader – Financial Situation

Program Delivery 63%
Program Support 37%



As at **Q2 2019-20** the financial forecast for Trusted Trader predicts a **surplus of \$3.3M in Vote 1** for the program.

- \$2.0M Trusted Trader – FAST (Unallocated Project): surplus attributable to FY 2018-19 automatic carry-forward. Project is on track to complete by March 2020; surplus will be returned to Agency
- \$0.9M Base (GTA Region): surplus largely due to delays in FB-04 staffing processes

As at **Q2 2019-20** the financial forecast for Trusted Trader predicts a **surplus of \$0.7M in Vote 5** for the program.

- \$0.4M Trusted Trader – FAST
- \$0.3M Trusted Trader Corridor Concept: surplus attributable to delays in completion of the development phase. Carry-forward requirements expected to be identified.

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Total number of CSA transactions (all modes)	926,283	244,302	224,749	226,805	230,427	25,739	464,765	239,630	225,135	-	-	0.99
Number of new applications (PIP and CSA)	166	37	40	47	42	125	102	40	62	-	-	1.32
Number of revalidation	396	150	86	102	58	323	102	59	43	-	-	0.43

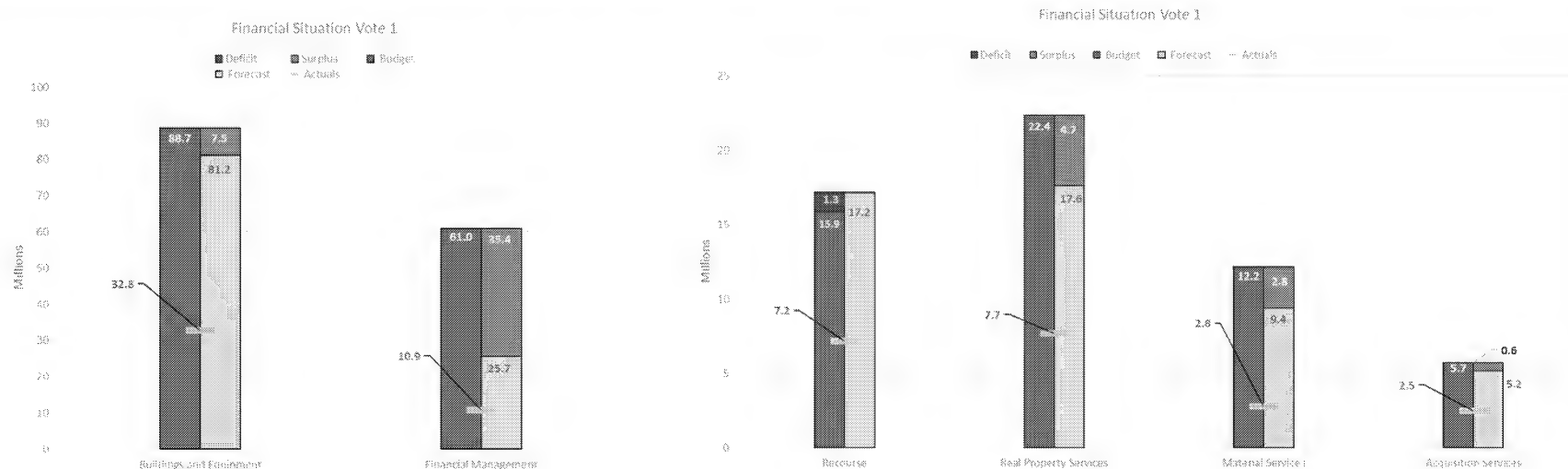
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q3



Finance & Corporate Management Portfolio



Finance and Corporate Management Portfolio – Vote 1



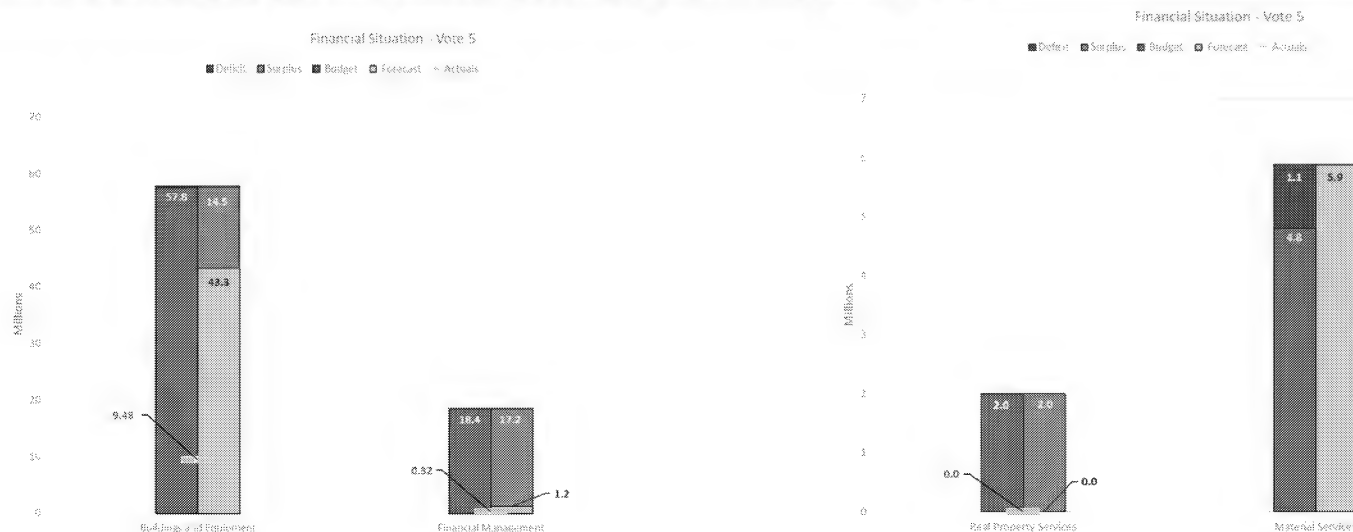
Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for the Finance and Corporate Management Portfolio predicts a **surplus of \$49.7M in Vote 1** for the programs.

- \$7.5M Building and Equipment surplus primarily related to:
 - \$7.4M Gordie Howe: surplus to be re-profiled
 - \$3.5M Irregular Migration
 - \$1M Opioids
 - \$1.1M Land Border Crossing (Deficit): waiting for re-profile to be completed
 - \$3.1M Base Deficit
- \$35.4M Financial Management:
 - \$30M Agency Reserve: primarily clearing account purposes; ongoing PI realignment under review
 - \$4.6M FCMB: surplus relates to delays in staffing and the \$4.6M carry-forward of Revenue Generation
- -\$1.3M Recourse (Deficit) primarily attributed to the salary cost within Recourse directorate that is currently being reviewed and the approval of the LBMU project to be risk managed within the FCMB Directorate
- \$4.7M Real Property Services
- \$2.8M Material Services
 - \$1.9M Disposal of MV SunSea: surplus attributed to the cost coming below the original contract cost
- \$0.6M Acquisition Services
 - delays in staffing in the procurement division



Finance and Corporate Management Portfolio – Vote 5



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for the Finance and Corporate Management Portfolio predicts a **surplus of \$25.4M in Vote 5** for the programs.

- **\$14.5M Building and Equipment:**
 - \$5.7M North Portal and Lacolle: surplus to be carry-forwarded
 - \$4.5M Strengthening the National Imm. Detention Centre: surplus unallocated, \$1.2M deficit in FCMB
 - \$3.8M Opioids: surplus due to construction delays
 - \$1.2M Asylum
 - \$480k African Swine Fever: surplus because forecast misplaced in PI 30900
- **\$17.2M Financial Management:**
 - Agency Reserve: primarily clearing account purposes; ongoing PI realignment under review
 - \$6.8M Entry-Exit on-going project authorities
 - \$1.4M ICSI-MCEF on-going project authorities
- **\$2.0M Real Property Services:**
 - \$2M POE Infrastructure Controlled Fund: surplus due to the forecast is in another PI. A budget transfer is required.
- **-\$1.1M Material Services (Deficit):**
 - -\$1.8M ASF (Deficit): deficit because of a PI misalignment with the WBS and CC

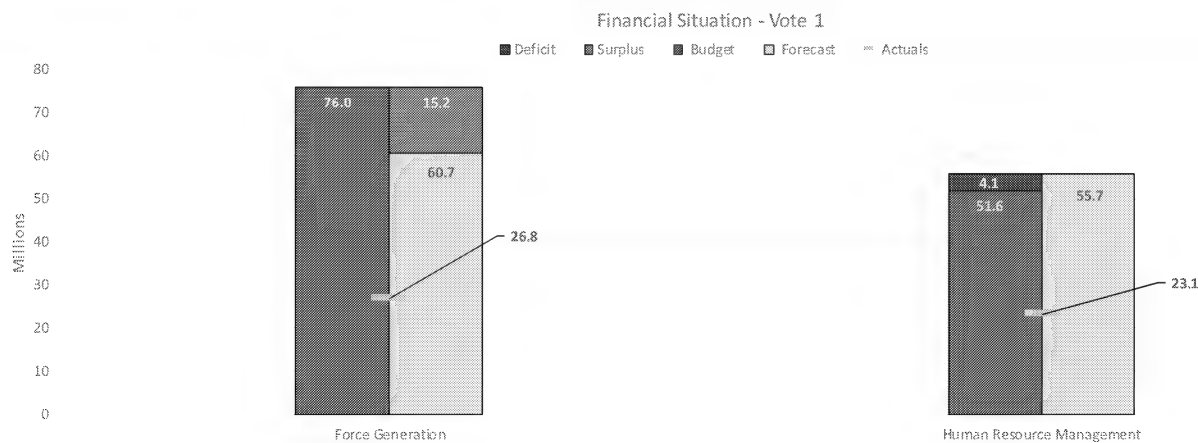


Human Resources Portfolio





Human Resources Portfolio – Vote 1



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for the Human Resources Portfolio predicts a **surplus of \$11.1M in Vote 1** for the programs.

Force Generation: \$15.2M

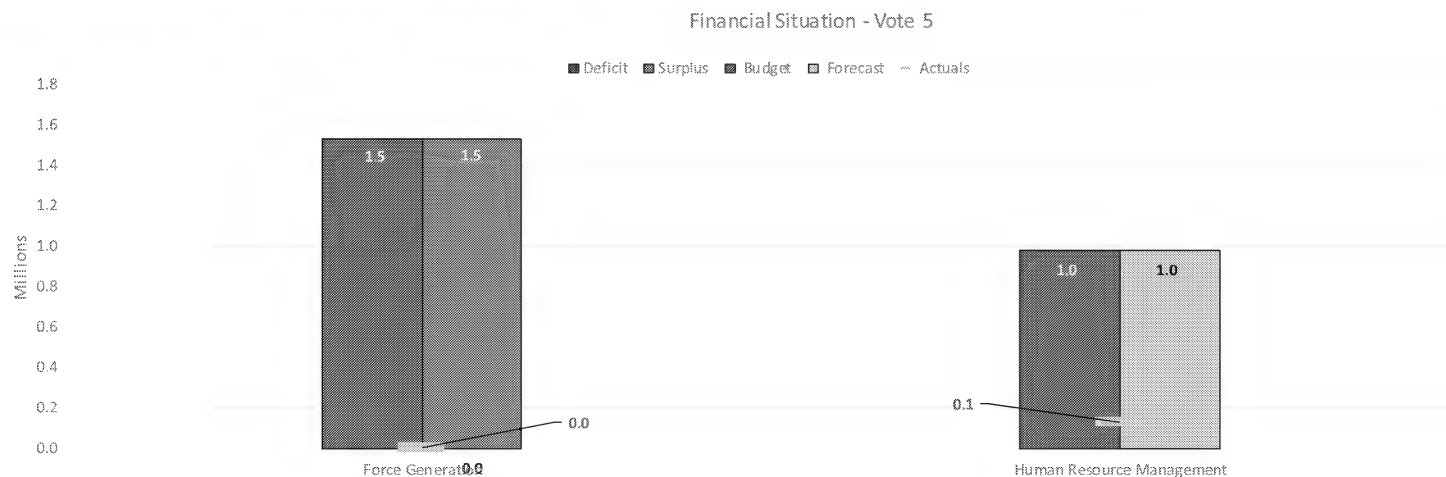
Human Resource Management: (-\$4.1M)

- \$11.1M Irregular migration (Agency reserve)

Metric	2018-19	2019-20
	Year End	Projected
Number of Recruits Graduated	333	380



Human Resources Portfolio – Vote 5



As at **Q2 2019-20** the financial forecast for the Human Resources Portfolio predicts a **surplus of \$1.5M in Vote 5** for the programs.

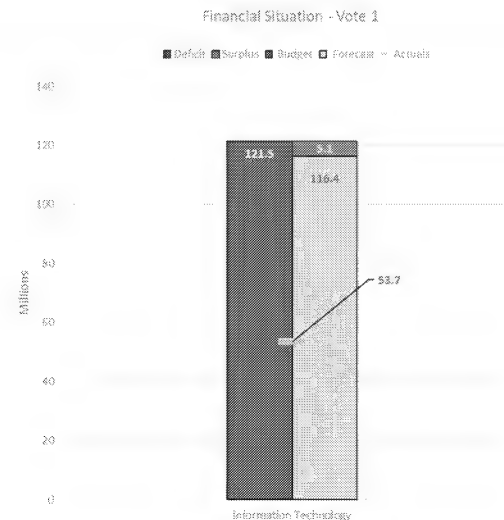
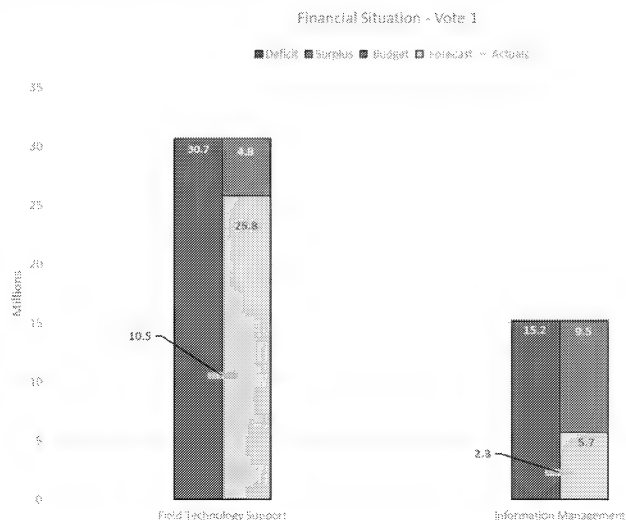
- **Force Generation: \$1.5M**
 - \$1.1M Training Simulators: Carry-forward requested
 - \$0.2M College Training Management System: Carry-forward requested
- **Human Resource Management: (\$0.0M)**



Information Science & Technology Portfolio



Information Science and Technology Portfolio– Vote 1



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for the Information Science and Technology Portfolio predicts a **surplus of \$19.4M in Vote 1** for the programs.

Field Technology Support: \$4.8M

- \$1.8M Opioids: Surplus due to project delays and project changes. Budget/PI realignment is required.
- \$0.9M Radio Controlled Fund: Surplus due to capacity limitations. To be returned to the project reserve .

Information Management: \$9.5M

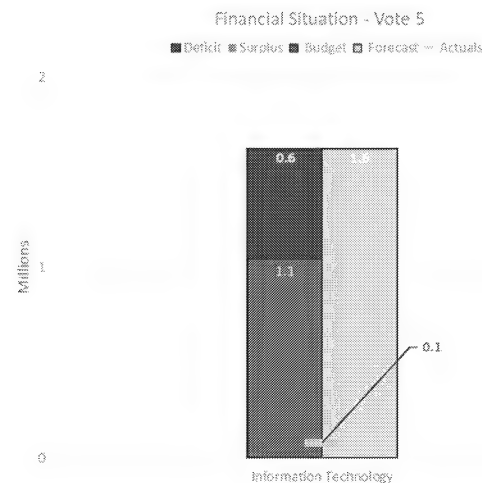
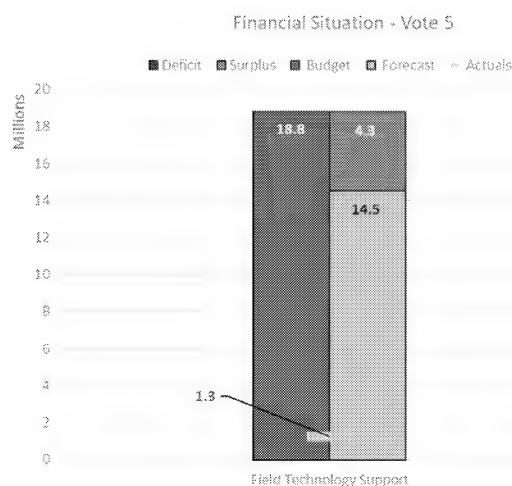
- \$9.8M Data analytics: Surplus due to delays

Information Technology: \$5.1M

- \$3.4M Reserve: surplus held in the Agency Reserve for FMM, awaiting final VP approval between Travellers Directorate in ISTB and Travellers Branch.



Information Science and Technology – Vote 5



As at **Q2 2019-20** the financial forecast for the Information Science and Technology Portfolio predicts a **surplus of \$3.7M in Vote 5** for the programs.

Field Technology Support: \$4.3M

- \$3M Guns & Gangs: Surplus due to project delays and project changes.
- \$2.7M Detection Technology: Surplus due to the inability of manufacturer to supply. In addition, higher funds were received this year for this controlled fund.
- \$1.4M Opioids: Deficit. PI budget/forecast realignment required

Information Technology: -\$0.6M

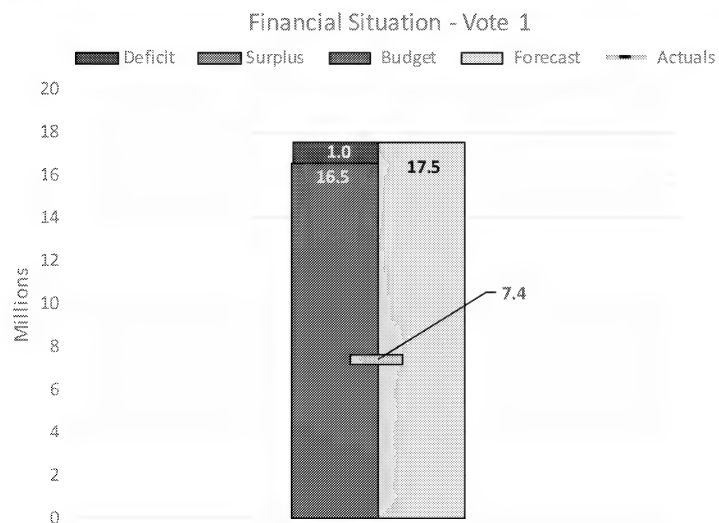


Legal Services Portfolio





Legal Services



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Legal Services predicts a **deficit of \$1.0M in Vote 1** for the program.

- The Department of Justice forecast for legal services has increased by approximately \$1M. The Legal Service Unit is awaiting further forecasting before requesting additional funding.

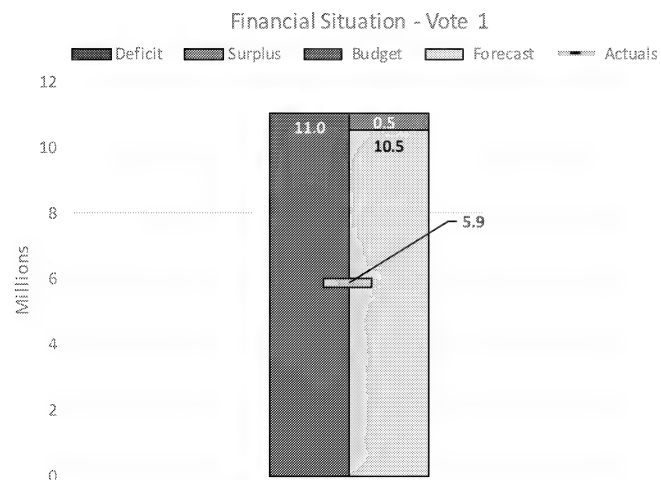


Strategic Policy Portfolio





Communications Services



Financial situation includes anticipated budget adjustments. See p.52 for details.

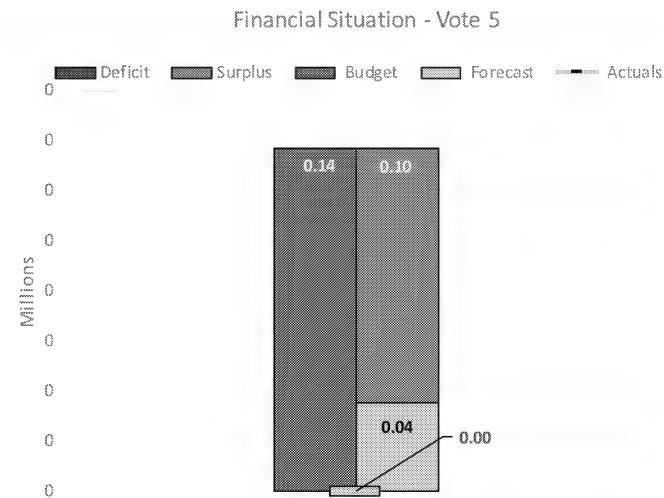
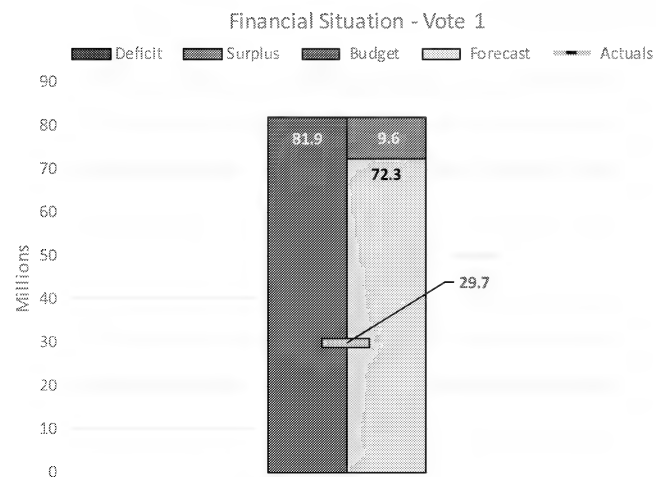
As at **Q2 2019-20** the financial forecast for Communications Services predicts a **surplus of \$0.5M in Vote 1** for the program.



Management & Oversight Portfolio



Management and Oversight



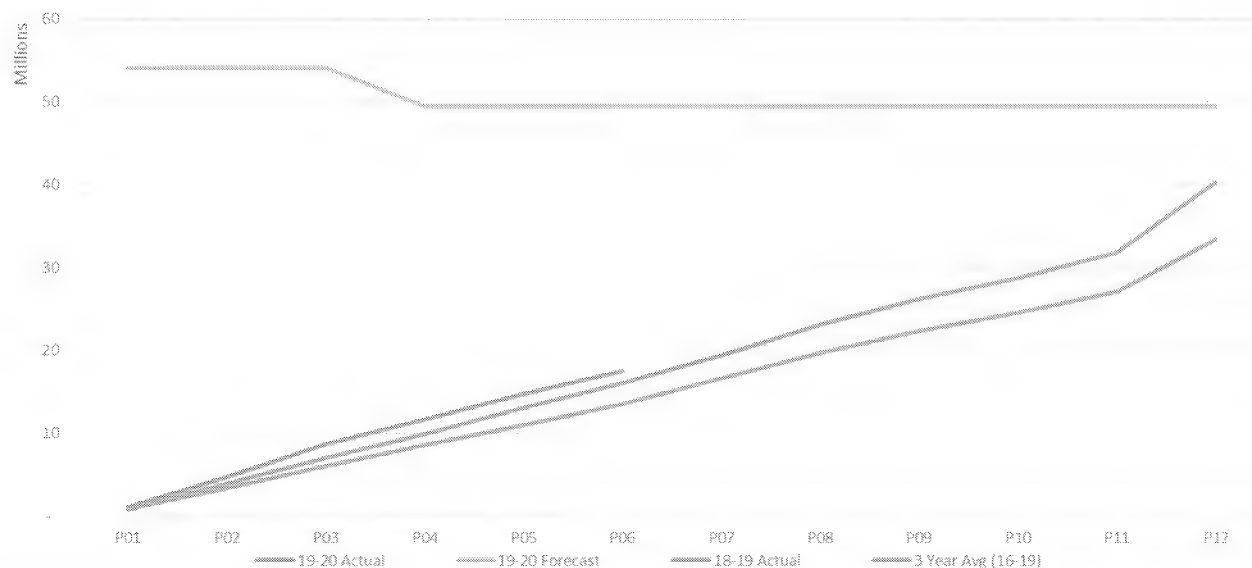
Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q2 2019-20** the financial forecast for Management and Oversight predicts a **surplus of \$9.6M in Vote 1** for the program.

As at **Q2 2019-20** the financial forecast for Management and Oversight predicts a **surplus of \$0.10M in Vote 5** for the program.



Travel



Travel contains both Vote 1 and 5 forecasted expenditures

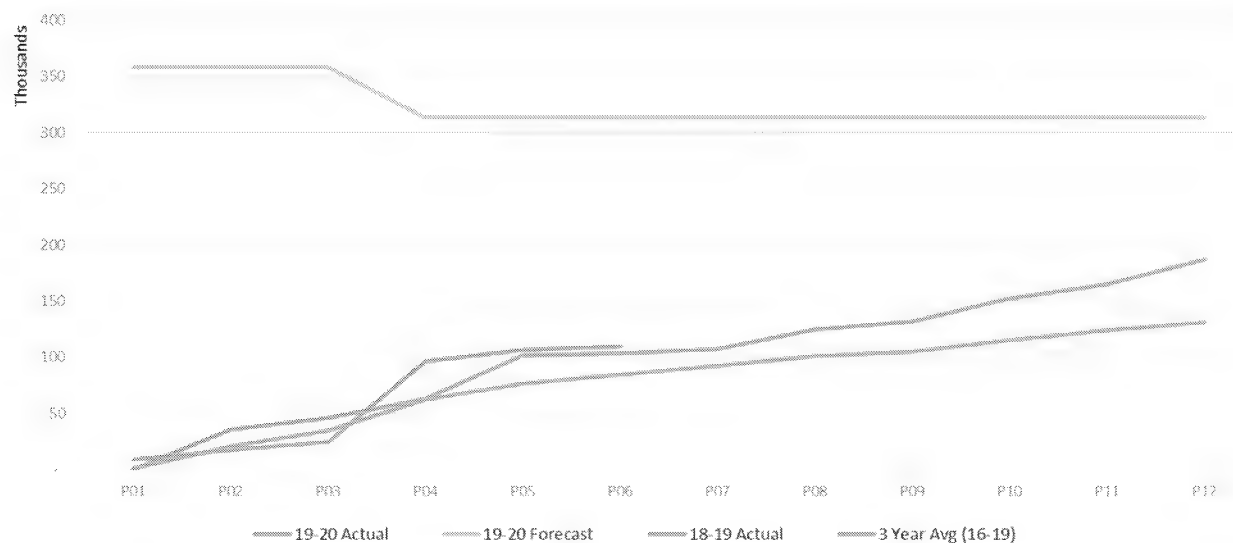
In Millions

Actual					2019-20 % Spent	Variance 2019-20 Forecast 2018-19 Actual	2016-19 3 Year Avg	Variance 2019-20 Forecast 3 Year Avg
2016-17 (A)	2017-18 (B)	2018-19 (C)	2019-20 YTD (D)	2019-20 Q2 Forecast (E)				
27.1	32.8	40.3	17.5	49.4	35%	9.1	33.4	16.1

- Forecasted travel has decreased from \$54.0M at Q1 to \$49.4M at Q2 (\$4.6M decrease)
- Total forecast of \$49.4M represents a 23% increase when compared to 2018-19 expenditures
- Actual expenditures represent 35% of forecast. Continued monitoring expenditures in Q3.



Hospitality



Actual					In Thousands			
2016-17	2017-18	2018-19	2019-20 YTD	2019-20 Q2 Forecast	2019-20 % Spent	Variance 2019-20 Forecast 2018-19 Actual	2016-19 3 Year Avg	Variance 2019-20 Forecast 3 Year Avg
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) =(A+B+C)/3	(E-F)
107.7	99.0	187.0	109.5	312.9	35%	125.9	131.2	181.7

- Forecasted hospitality has decreased from \$358k at Q1 to \$313k at Q3 (13% decrease)
- Total forecast of \$313k represents a 67% increase when compared to 2018-19 expenditures
- Actual expenditures represent 35% of forecast. Continue monitoring in Q3.



In Millions

Non-Salary Expenditures by Standard Object – Vote 1 & 5

Non-Salary Expenditure							
Vote 1	2018-19 YTD Q2 Expenditures	2018-19 YE	2018-19 Expenditures (Q3 to YE)	Burn Rate at Q2	2019-20 YTD Q2 Expenditures	P6 Projected Weighted Average at Year End	2019-20 Projected YE expenditure based on Trend Projection
	A	B	C=B-A	D=(A / B)	E	F	G = (\$451.1M * F)
Transportation and communication	20.3	52.0	31.7	39%	22.3	12.0%	54.1
Information	1.0	1.6	0.6	63%	0.9	0.5%	2.1
Professional and Special Services (IT)	38.0	106.5	68.5	36%	43.1	25.9%	116.8
Professional and Special Services (Non-IT)	59.3	156.7	97.4	38%	65.8	38.4%	173.2
Rentals	3.3	12.7	9.4	26%	5.0	3.7%	16.6
Repair and Maintenance	7.7	27.7	20.0	28%	9.4	6.8%	30.5
Utilities, Materials and Supplies	4.9	13.1	8.2	37%	5.2	3.0%	13.3
Acquisition of Land, Buildings and Works			0.0		2.5		0.0
Acquisition of Machinery and Equipment	4.5	27.6	23.0	16%	5.1	8.8%	39.6
Other Subsidies and Payments	2.2	4.2	2.0	53%	2.7	1.1%	4.8
Vote 1 Total	141.2	402.1	260.9	35%	162.0	100%	451.1

Non-Salary Expenditure							
Vote 5	2018-19 YTD Q2 Expenditures	2018-19 YE	2018-19 Expenditures (Q3 to YE)	Burn Rate at Q2	2019-20 YTD Q2 Expenditure	P6 Projected Weighted Average at Year End	2019-20 Projected YE expenditure based on Trend Projection
	A	B	C=B-A	D=(A / B)	E	F	G = (\$114.6M * F)
Transportation and communication	0.2	0.4	0.3	38%	0.1	0.3%	0.4
Information	0.0	0.0		100%	0.0	0.0%	0.0
Professional and Special Services (IT)	11.9	40.5	28.7	29%	15.2	43.9%	50.3
Professional and Special Services (Non-IT)	0.6	4.5	3.9	12%	0.5	1.9%	2.2
Rentals	0.0	0.1	0.0	15%	0.0	0.1%	0.1
Repair and Maintenance	0.4	2.1	1.7	18%	0.1	1.1%	1.3
Utilities, Materials and Supplies	0.0	0.0	-0.0	111%	-0.2	-0.2%	-0.2
Acquisition of Land, Buildings and Works	11.8	50.0	38.2	24%	9.2	37.1%	42.5
Acquisition of Machinery and Equipment	1.1	22.5	21.3	5%	3.3	13.4%	15.4
Other Subsidies and Payments		0.2	0.2	0%	-0.2	2.4%	2.7
Vote 5 Total	25.9	120.3	94.4	22%	28.1	100%	114.6



Anticipated Budget Adjustments

In Millions

Vote	Breakdown	Adjustment Name	10100	10200	10300	10400	10500	20100	20200	20300	20400	30100	30200	30300	30400	30500	30700	30800	Grand Total
Vote 1	Reserve	CARM					9.4									2.0			11.4
		Immigration Levels 2019-2021 (incremental 40,000 resident admissions)	0.4		0.0	0.1		0.0	0.0	0.0	0.0							0.0	0.5
		Duty to Relief										0.1		0.0	0.1	2.7	0.2		3.0
		Passenger Protect Program										0.2		0.0	0.2	1.1	0.4		1.8
		National Strategy Against Human Trafficking	0.1	0.4								0.0	0.0	0.0	0.1	0.0	0.0		0.7
		NPSW - Reserve PI Correction										0.0				-0.0			0.0
		CARM PMI - Reserve Fund Centre Correction														0.0			0.0
		Entry Exit - Reserve PI Correction					4.7									-4.7			0.0
		Reserve Total	0.5	0.4	0.0	4.8	9.4	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.3	0.9	0.6	0.0	17.4
	Vote 1 Total		0.5	0.4	0.0	4.8	9.4	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.3	0.9	0.6	0.0	17.4
Vote 5	Reserve	CARM					34.8												34.8
		Passenger Protect Program														10.6			10.6
		SOR PAXIS - Reserve PI Correction				3.4										-3.4			0.0
		CARM PMI - Reserve Fund Centre Correction														0.0			0.0
	Reserve Total				3.4	34.8									7.2			45.4	
Vote 5 Total					3.4	34.8									7.2			45.4	
Grand Total		0.5	0.4	0.0	8.2	44.2	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.3	8.2	0.6	0.0	62.9	



Carry-forward Requests

Resourcing Strategy (In Millions)	Vote 1			Vote 5		
	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Defensive Equipment Controlled Fund (HRB)		0.2	0.2			
African Swine Fever (HRB)		0.3	0.3			
College Training Management System (HRB)				0.2		0.2
Defensive Tactics Training Simulators (HRB)					1.1	1.1
Trusted Trader Corridor Concept (CBT)				0.0	0.3	0.3
Cannabis Legalization - sourced from Cannabis contingency (SPB)	1.1	0.1	1.1			
Cannabis Excise Tax - sourced from Cannabis contingency (SPB)	0.5	0.1	0.6			
Planning Budgeting and Forecasting Project (FCMB)					0.4	0.4
Guns and Gangs All Weather Facility (FCMB)					2.1	2.1
Carry-forward Requests Seeking Approval in Principle Total	1.5	0.7	2.2	0.3	3.9	4.2

- Q2 carry-forward requests seeking approval in principle only
- Final approval of carry-forward requests pending confirmation at year-end – final dollars, final justification, etc



Financial Situation Summary

In Millions

Vote	Category	Current Budget	Anticipated Budget	Adjusted Budget	Actuals	Commitments	Current Free Balance	Forecast	Adjusted Net Position	Actuals as % of Adjusted Budget	Previous Year Actuals
		A	B	C = A+B	D	E	F = A-D-E	G	H = C-G	I = D/C	J
Vote 1	Base	1,572.2	0.0	1,572.2	716.4	252.1	603.7	1,550.1	22.1	45.6%	1,649.3
	Controlled Funds	121.0	0.0	121.0	49.4	45.7	25.9	119.7	1.2	40.8%	108.9
	Corporate Account	10.5	0.0	10.5	2.3	2.2	6.0	10.7	-0.2	21.9%	8.4
	Projects	127.1	0.0	127.1	22.0	13.9	91.2	73.7	53.5	17.3%	41.2
	Reserve	75.3	17.4	92.7	2.0	0.0	73.2	0.0	92.7	2.2%	3.5
Vote 1 Total		1,906.1	17.4	1,923.5	792.1	313.9	800.1	1,754.3	169.3	41.2%	1,811.2
Vote 5	Base	16.5	0.0	16.5	1.4	4.8	10.3	8.8	7.7	8.6%	3.5
	Controlled Funds	34.9	0.0	34.9	3.8	27.3	3.7	30.7	4.2	10.9%	27.7
	Projects	164.7	0.0	164.7	28.1	60.9	75.7	111.3	53.4	17.1%	103.2
	Reserve	-25.3	45.4	20.2	-0.0	0.0		0.0	20.2	0.0%	0.0
Vote 5 Total		190.7	45.4	236.2	33.3	92.9	89.8	150.8	85.4	14.1%	134.4
Grand Total		2,096.9	62.9	2,159.7	825.5	406.9	889.8	1,905.0	254.7	38.2%	1,945.6



Controlled Funds

In Millions

Vote	Controlled Fund	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Actuals as % of Budget	Previous Year Actuals
Vote 1	CRA Regional Serv.MOU Controlled Fund	25.4	20.2	0.6	4.5	26.3	-0.9	79.6%	26.2
	Defensive Equipment CF	3.2	1.3	1.4	0.5	3.0	0.2	40.4%	
	Detection Technology & Lab CF	7.3	2.5	2.3	2.5	6.6	0.8	33.8%	5.2
	Fleet Controlled Fund	1.4	0.3	0.7	0.4	1.2	0.2	21.1%	0.6
	IT Asset Lifecycle Controlled Fund	8.4	1.9	4.5	2.0	8.4	0.0	22.4%	1.8
	POE Infrastructure Controlled Fund	45.2	16.9	27.4	0.9	45.2	0.0	37.3%	39.8
	Radio Controlled Fund	6.6	1.5	2.9	2.1	5.7	0.9	22.9%	5.3
	Shared Infrastructure Platform (SIP)	23.4	4.8	5.8	12.8	23.4	0.0	20.6%	30.1
Vote 1 Total		121.0	49.4	45.7	25.9	119.7	1.2	40.8%	108.9
Vote 5	CRA Regional Serv.MOU Controlled Fund				0.0		0.0	0.0%	
	Detection Technology & Lab CF	12.8	1.2	6.8	4.8	10.1	2.7	9.1%	3.7
	Fleet Controlled Fund	4.8	-0.1	5.4	-0.5	4.8	0.0	-3.0%	7.8
	IT Asset Lifecycle Controlled Fund		0.1	0.2	-0.3		0.0	0.0%	3.7
	POE Infrastructure Controlled Fund	16.8	2.6	14.7	-0.5	15.3	1.4	15.5%	12.5
	Radio Controlled Fund	0.5	0.1	0.2	0.2	0.5	0.0	23.2%	
Vote 5 Total		34.9	3.8	27.3	3.7	30.7	4.2	10.9%	27.7
Grand Total		155.8	53.2	73.0	29.6	150.4	5.4	34.1%	136.5

- **\$3.5M Detection Tech:** Plans to return Vote 1 surplus of \$0.8M and Vote 5 surplus of \$2.7M
 - Vote 1 surplus of \$0.8M and Vote 5 surplus of \$2.7M is a result of capacity to procure and manufacturers' inability to supply capital items
- **1.4M POE Infrastructure:**
 - Vote 5 surplus of \$1.4M is temporary and will be closely monitored and updated in Q3
- **\$0.9M Radio:** Plans to return surplus
 - Vote 1 surplus of \$0.9M is due to lack of capacity to implement systems and transition to third party systems.
- **-\$0.9M CRA Regional Sev MOU (defecit):** Plans to request FIMC
 - Vote 1 deficit of 0.9M relates to an annual fee of \$864K for the Customs Business Number registration work that CRA has undertaken on behalf of CBSA



Projects Financial Situation – Vote 1

In Millions

TB / Internally Funded	Project Name for FSR	OPI Branch	Budget	Forecast	Net Position	Development / Maintenance			
						Net Position		Unallocated projects	
						Development	Maintenance	Development	Maintenance
TB Funded	Biometrics Expansion	Information, Science & Technology Branch	19.6	6.3	13.3	12.4	0.9	12.6	4.1
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	0.1	0.1	0.0	-	-	-	-
	CARM	CARM Branch	14.6	7.8	6.8	6.8	-	3.8	-
	Entry-Exit	Travellers Branch	11.5	6.0	5.5	5.2	0.3	4.6	4.7
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	8.3	0.8	7.4	7.4	-	6.9	-
	ICSI - Marine Container Examination	Commercial and Trade Branch	7.3	4.1	3.2	1.0	2.2	1.0	6.3
	Interactive Advance Passenger Information	Travellers Branch	4.5	3.2	1.3	-	1.3	-	4.5
	Passenger Protect Program	Travellers Branch	5.4	2.8	2.5	2.5	-	2.4	-
	POEMS (Port of Entry Management System)	Commercial and Trade Branch	0.7	0.7	-0.0	-0.0	-	0.0	-
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	1.3	1.2	0.1	-	0.1	-	0.0
	RFID Initiative	Travellers Branch	0.2	0.2	-0.0	-	-0.0	-	0.2
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	6.8	3.3	3.5	0.4	3.1	0.7	3.1
	Traveller Processing Modernization	Travellers Branch	1.6	1.4	0.2	0.2	-	0.0	-
	Trusted Trader - FAST	Commercial and Trade Branch	3.2	1.2	2.0	2.0	0.0	2.0	1.2
TB Funded Total			85.0	39.1	45.9	38.0	7.9	34.0	24.0
Internally Funded	Alternatives to Detention	Intelligence & Enforcement Branch	7.4	7.9	-0.5	-	-0.5	-	0.6
	Business Warehouse (BW)	Finance & Corporate Management Branch		0.2	-0.2	-0.2	-	-	-
	Canadian Automated Export Declaration	Commercial and Trade Branch	1.0	0.6	0.4	0.4	-0.0	-	-
	Data Analytics	Strategic Policy Branch	9.8	5.3	4.5	4.5	-	9.8	-
	Dynamic Risking	Travellers Branch	2.4	1.3	1.1	1.1	-	2.4	-
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	0.8	0.2	0.6	0.6	-	0.5	-
	ERASS 2	Information, Science & Technology Branch	0.3	0.3	-0.0	-0.0	-	-	-
	Land Border Crossing	Finance & Corporate Management Branch	7.1	8.2	-1.1	-1.1	-	-	-
	Master Data Management	Information, Science & Technology Branch	5.3	4.5	0.8	-	0.8	-	-
	Next Handheld Device	Travellers Branch	2.2	1.9	0.2	0.2	-	0.1	-
	Nexus Modernization	Travellers Branch	0.4	0.1	0.3	0.3	-	0.4	-
	Pay Modernization	Human Resources Branch	0.8	0.9	-0.0	-	-0.0	-	0.8
	Primary Inspection Kiosk 1.0	Travellers Branch	1.7	0.9	0.9	-	0.9	-	1.7
	Service Oriented Architecture	Information, Science & Technology Branch	2.8	2.3	0.6	0.6	-	-	-
	Trusted Trader Corridor Concept	Commercial and Trade Branch	0.0	0.0	0.0	0.0	-	0.0	-
Internally Funded Total			42.2	34.6	7.5	6.4	1.2	13.2	3.2
Grand Total			127.1	73.7	53.5	44.4	9.0	47.2	27.1



Projects Financial Situation – Vote 5

In Millions

TB / Internally Funded	Project Name for FSR	OPI Branch	Budget	Forecast	Net Position	Development / Maintenance			
						Net Position		Unallocated projects	
						Development	Maintenance	Development	Maintenance
TB Funded	Biometrics Expansion	Information, Science & Technology Branch	3.4	1.2	2.2	2.2		2.0	
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	4.0	3.3	0.7	0.7		0.1	
	BTB - North Portal	Finance & Corporate Management Branch	11.0	6.0	5.0	5.0		-1.3	
	CARM	CARM Branch	58.8	54.2	4.6	4.6		4.7	
	Entry-Exit	Travellers Branch	11.2	8.3	2.9	2.9		0.5	
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	0.1		0.1	0.1		0.1	
	ICSI - Marine Container Examination	Commercial and Trade Branch	10.5	0.1	10.4	10.4		2.5	
	Integrated Staffing Solution (ISS)	Human Resources Branch	1.0	1.0	0.0	-		-	
	Interactive Advance Passenger Information	Travellers Branch	0.2	0.1	0.1	0.1		0.1	
	Passenger Protect Program	Travellers Branch	11.8	3.5	8.3	8.3		6.5	
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	10.9	1.5	9.4	9.4		5.5	
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	21.9	18.6	3.3	3.3		4.6	
	Trusted Trader - FAST	Commercial and Trade Branch	1.4	1.2	0.2	0.2		0.0	
TB Funded Total			146.2	98.9	47.3	47.3	-	25.2	-
Internally Funded	Business Warehouse (BW)	Finance & Corporate Management Branch	1.2	1.1	0.1	0.1		-	
	Canadian Automated Export Declaration	Commercial and Trade Branch	3.4	3.5	-0.1	-0.1		1.4	
	Dynamic Risking	Travellers Branch	0.2	0.2	0.0	0.0		0.2	
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	3.1	1.6	1.5	1.5		0.9	
	ERASS 2	Information, Science & Technology Branch	0.4	0.1	0.3	0.3		-	
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch	4.2	2.3	1.9	1.9		1.5	
	Next Handheld Device	Travellers Branch	0.9	0.6	0.3	0.3		0.2	
	Nexus Modernization	Travellers Branch	2.4	0.8	1.6	1.6		2.4	
	Primary Inspection Kiosk 1.0	Travellers Branch	0.7	0.4	0.2	0.2		-	
	Trusted Trader Corridor Concept	Commercial and Trade Branch	2.1	1.8	0.3	0.3		0.0	
Internally Funded Total			18.5	12.3	6.1	6.1	-	6.7	-
Grand Total			164.7	111.3	53.4	53.4	-	31.8	-



Overtime by Branch

Branch (\$000)	Overtime					
	4 Year Expenditures				Q2 Forecast	% Change from
	2015-16	2016-17	2017-18	2018-19	2019-20	2018-19
	A	B	C	D	E	F= (E-D)/D
President's Office				18.3	25.0	37%
Audit & Evaluation				9.3	9.0	-3%
Legal				0.9		-100%
CARM Branch				10.0	3.0	-70%
Finance & Corporate Management Branch				461.5	264.1	-43%
Human Resources Branch				2,176.4	2,031.2	-7%
Strategic Policy Branch				861.1	1,004.9	17%
Information, Science & Technology Branch				4,424.5	5,002.0	13%
Chief Transformation Officer Branch				2.8	48.8	1645%
Travellers Branch				291.2	131.8	-55%
Commercial and Trade Branch				165.6	221.5	34%
Intelligence & Enforcement Branch				3,311.4	2,101.9	-37%
Atlantic Region				9,012.0	7,349.2	-18%
Quebec Region				23,696.1	18,586.9	-22%
Northern Ontario Region				7,911.6	6,312.1	-20%
Greater Toronto Area Region				16,876.5	14,545.0	-14%
Southern Ontario Region				18,120.7	13,881.1	-23%
Prairie Region				12,218.2	9,752.1	-20%
Pacific Region				22,026.2	17,383.0	-21%
Corporate Adjustment				-0.3		-100%
Subtotal	106,750.6	91,843.3	97,187.8	121,593.6	98,652.6	-19%
Less: Compensatory OT taken	-13,145.7	-12,510.9	-12,958.9			
Total Overtime	93,604.9	79,332.4	84,228.9	121,593.6	98,652.6	-19%
Total Salary (Includes Overtime) *	1,146,171.6	1,108,861.2	1,115,996.8	1,423,310.8	1,292,898.5	-9%
Overtime as a % of salary	8%	7%	8%	9%	8%	-10.7%

*Excludes Paylist Expenditures

For FY 2018-19 expenditures have been aligned to reflect current organizational structure using cost center mapping



Multi-Year Agency Authorities

(in millions)	2019-20		2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Permanent Funding								
Base	\$1,340.8	\$43.8	\$1,339.0	\$33.8	\$1,261.0	\$33.8	\$1,255.7	\$33.8
Collective Bargaining	\$79.1	\$0.0	\$79.1	\$0.0	\$79.1	\$0.0	\$79.1	\$0.0
Project Maintenance	\$13.9	\$8.2	\$13.9	\$8.2	\$14.9	\$10.0	\$14.9	\$10.0
Policy	\$11.1	\$0.1	\$11.1	\$0.1	\$11.8	\$0.1	\$31.0	\$0.1
<i>Sub-Total</i>	\$1,444.9	\$52.1	\$1,443.0	\$42.1	\$1,366.8	\$44.0	\$1,380.7	\$44.0
Temporary Funding								
Transfers to and from OGDs	-\$0.4	\$0.3	\$0.0	\$0.3	\$0.4	\$0.3	-\$0.8	\$0.3
2018-19 Carryforward	\$140.4	\$65.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Government-Wide Initiatives, Workload migration and Census	\$0.6	\$0.0	-\$0.2	\$0.0	-\$0.2	\$0.0	-\$0.2	\$0.0
Policy	\$303.0	\$15.1	\$314.6	\$23.6	\$150.6	\$3.5	\$53.5	\$3.3
Projects	\$18.9	\$58.4	\$20.2	\$41.0	\$4.6	\$31.7	\$4.6	\$8.2
<i>Sub-Total</i>	\$462.4	\$138.7	\$334.7	\$64.8	\$155.4	\$35.5	\$57.2	\$11.8
Frozen Funding								
Policy	\$2.5	\$0.0	\$4.3	\$0.0	\$20.8	\$0.0	\$20.0	\$0.0
Projects	\$1.5	\$8.7	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
<i>Sub-Total</i>	\$4.0	\$8.7	\$5.1	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8
Total Authorities	\$1,911.2	\$199.5	\$1,782.8	\$107.7	\$1,641.6	\$80.2	\$1,566.8	\$56.5
Total Available Authorities	\$1,907.2	\$190.7	\$1,777.7	\$106.9	\$1,522.2	\$79.5	\$1,437.9	\$55.7
Total Available Authorities Net of VNR	\$1,888.8	\$190.7	\$1,759.3	\$106.9	\$1,503.8	\$79.5	\$1,419.4	\$55.7



Frozen Authorities

<i>(in millions)</i>	2019-20		2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Frozen Pending Conditions								
Policy								
Settling Syrian refugees	\$2.5	\$0.0	\$2.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Mexico	\$0.0	\$0.0	\$0.0	\$0.0	\$19.2	\$0.0	\$19.2	\$0.0
Guns and Gangs	\$0.0	\$0.0	\$1.9	\$0.0	\$1.6	\$0.0	\$0.8	\$0.0
<i>Sub-Total</i>	\$2.5	\$0.0	\$4.3	\$0.0	\$20.8	\$0.0	\$20.0	\$0.0
Projects								
Biometrics Expansion (Kiosk)	\$1.5	\$8.7	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
IAPI	\$0.0	\$0.0	\$0.0	\$0.0	\$4.8	\$0.0	\$4.8	\$0.0
eManifest	\$0.0	\$0.0	\$0.0	\$0.0	\$72.1	\$0.0	\$72.1	\$0.0
CARM (Assessment and Revenue Management Project)	\$0.0	\$0.0	\$0.0	\$0.0	\$20.8	\$0.0	\$31.2	\$0.0
<i>Sub-Total</i>	\$1.5	\$8.7	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
Total Frozen Authorities - Pending Conditions	\$4.0	\$8.7	\$5.1	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8
Total Frozen Authorities	\$4.0	\$8.7	\$5.1	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8



Financial Tables

(Supporting Details - Not Intended for Discussion)

Apollo Document #:

Financial/Volumetric Data

Apollo Document #: _____

Collection of Branch/Region FSRs

Apollo Document #: _____



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Canada Border Services Agency Q3 Financial Situation Report

FIMC
February 20, 2020
Apollo #



PROTECTION • SERVICE • INTEGRITY

Canada



Financial Situation Summary

Vote 1 surplus at year-end, based on a forecasted **surplus of \$124.2M salary** and a **deficit of \$101.5M non-salary**, total forecasted **unencumbered surplus of \$22.7M**:

- Branch forecasts indicate an overall surplus at year end which is supported by FCMB analysis;
- **Adjusted Net Position** indicates **significant risk** for the Agency's future transition to 1-year appropriations:
 - Forecasted V1 surplus at YE **\$167.3M** is 8.7% of adj. budget, OBCF limit of 5%: **Risk under 1-year appropriation \$70.6M**

Vote 5 surplus at year-end, based on a forecasted **surplus of \$0.1M salary** and a **surplus of \$10.6M non-salary**, total forecasted **unencumbered surplus of \$10.7M**:

- Anticipated net position indicates a surplus of \$74.6M, this funding is largely encumbered for projects and 2020-21 financial requirements, resulting in an unencumbered surplus of \$10.7M;
- **Adjusted Net Position** indicates **significant risk** for the Agency's future transition to 1-year appropriations:
 - Forecasted V5 surplus at YE **\$74.6M** is 32.9% of adj. budget, CBCF limit of 20%: **Risk under 1-year appropriation \$29.2M**

Recommendation:

- Approve identified funding requests, budget transfer requests, and carry-forwards seeking approval in principle (slide 3,4)
- Use Q3 financial information to continue to challenge integrated business planning and inform reprofiles for next fiscal
- IPMC to continue to review project statuses and provide advice regarding any corrective action that is required to minimize encumbered lapses going forward toward transition to 1 year appropriation



Resourcing Strategy

Resourcing Strategy (In Millions)	Vote 1			Vote 5		
	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Net Position (BPC)	213.2	-49.5	163.7	8.7	66.2	74.9
Adjustments (p.52)	2.3	1.3	3.6		-0.3	-0.3
Adjusted Net Position	215.5	-48.2	167.3	8.7	65.9	74.6
Earmarked:						
Special Purpose Allotment (Returned to the Center if Lapsed)						
E-Manifest	7.6	3.5	11.1			
Division 9	0.3	0.1	0.3			
To be Returned to the Center Subtotal	7.8	3.6	11.4			
For 2019-20						
Irregular Migration/Asylum	4.9	8.3	13.2			
GC Case Management Service		1.0	1.0	0.7	2.0	2.7
ISTB/Traveller Realignment	0.6		0.6			
MYLP TB # 2 contingency		2.0	2.0			
Innovation Solution Canada Funding		1.1	1.1			
African Swine Fever	0.1	0.1	0.2			
Division 9		0.02	0.02			
B2019-Lean/Efficiency	0.2	2.6	2.7			
Guns & Gangs (From Audit Branch)	0.1	0.0	0.1			
SSC Data Centre Infrastructure		6.0	6.0			
2019-20 Subtotal	5.9	21.1	27.0	0.7	2.0	2.7
For 2020-21						
TB Funded Projects (Development) (p.56/57)	13.6	27.9	41.5	7.6	40.6	48.2
2020-21 Financial Requirements	62.6		62.6		9.0	9.0
2019-20 Q2 Carry-forward Requests (Approved in Principle) (p.53)	1.5	0.7	2.2	0.3	3.7	4.0
2020-21 Subtotal	77.7	28.6	106.3	7.9	53.3	61.2
Total Earmarked	91.4	53.3	144.6	8.6	55.3	63.9
Adjusted Net Position After Earmarks	124.2	-101.5	22.7	0.1	10.6	10.7
Funding Requests						
Settlement (SOR)	0.4		0.4			
Accelerated Radio Deployment Initiative (ISTB) ¹		0.3	0.3			
Legal Cost Recovery Deficit (Legal)		2.1	2.1			
Funding Requests Subtotal	0.4	2.4	2.8			
Q3 Carry-forward Request (Seeking approval in Principle) (p.53)	11.1	22.6	33.7	0.6	4.9	5.5
Final Net Position (excluding SPA)	112.7	-126.5	-13.8	-0.5	5.7	5.2
Conversion	-99.6	126.5	26.9	0.5	-0.6	-0.1
Final Net Position (converted)	13.1		13.1		5.1	5.1

¹Source of Funds - Radio Controlled Fund

Vote 1 Anticipated Lapse \$167.3M primarily relates to:

- \$64.1M - Incremental Funding to Agency Base (excluding Projects) :
 - \$44.2M Irregular Migration
 - \$11.1M eManifest
 - \$8.8M Policy Initiatives:
 - \$4M Opioids
 - \$1.8M MV Sun Sea
 - \$1.5M Guns & Gangs
- \$55.7M Projects (refer to p.56) :
 - \$49.0M TB Funded Projects:
 - \$41.5M Development primarily:
 - \$12.5M Biometrics Expansion
 - \$7.5M GHIB
 - \$7.4M CARM
 - \$5.2M Entry/Exit
 - \$2.9M Data Analytics
 - \$7.5M Maintenance
 - \$6.7M Internally Funded Projects

Ongoing Monitoring

- \$5.8M Vote 1 Negotiations ongoing with SSC for upgrades to network bandwidth, distributed systems, mainframe storage and linux upgrades
- E-Commerce carry-forward requirement under review
- \$10.7M Vote 5 Adjusted Net Position After Earmarks under review
 - Potential carry-forward requirements
- Traveller Branch is currently monitoring operational requirements and costs associated with the Coronavirus outbreak. Costs are currently minimal, however, potentially, funding could be required

Decision Item 1: Approve requests for temporary (in-year) funding – V1 \$2.8M

Decision Item 2: Approve in principle Q3 carry-forward requests – V1 \$33.7M, V5 \$5.5M; final approval pending confirmation at year-end



Budget Transfers

Item	Branch	Program Inventory	Vote 1 (\$000s)			Vote 5 (\$000s)			Temporary (In-year)	Permanent
			Salary	Non Salary	Total	Capital Salary	Capital	Total		
Authority Realignment										
All Weather Facility	FCMB	Buildings & Equipment	93	-60	33		-119	-119	X	
Conversion Requests										
Accelerated Radio Deployment Initiative	ISTB (Radio Controlled Fund)	Field Technology Support	116	-147	-31				X	
Program Inventory Realignment										
Division 9	GTA	Immigration investigations	-125	-17	-142					X
		Criminal investigations	125	17	142					
Irregular Migration	IEB (Unallocated Project Reserve)	Immigration investigations	-559						X	
		Traveller Facilitation and Compliance	549							
		Financial Management	10							
Branch to Branch - Budget Transfers										
Accelerated Radio Deployment Initiative	ISTB (Radio Controlled Fund)	Field Technology Support	-116	-143	-259				X	
	Travellers	Field Technology Support	42	8	50					
	ISTB - Travellers Project Portfolio Directorate	Field Technology Support	74	135	209					
Statistical Support Function	SPB	Management & Oversight	-123		-123					X
	IEB	Management & Oversight	123		123					
CARM (Direct/ Corp Support Realignment)	Reserve	Commercial-Trade Facilitation and Compliance	-433	-204	-638				X	
	CARM	Commercial-Trade Facilitation and Compliance	433	204	638					

Decision Item 3A: Approve authority realignment for all weather facility

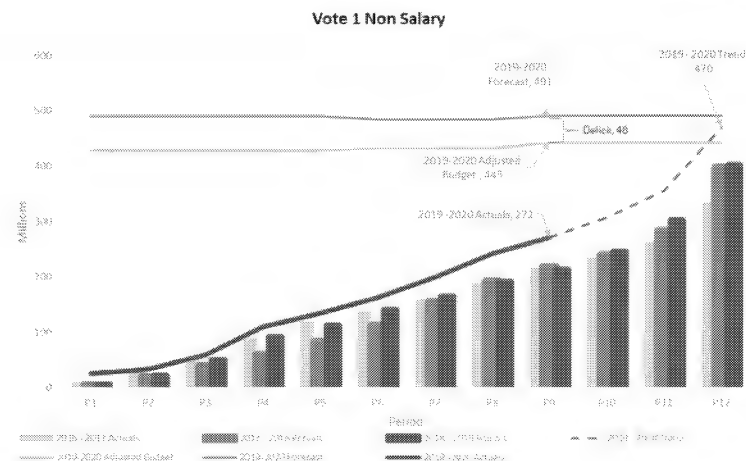
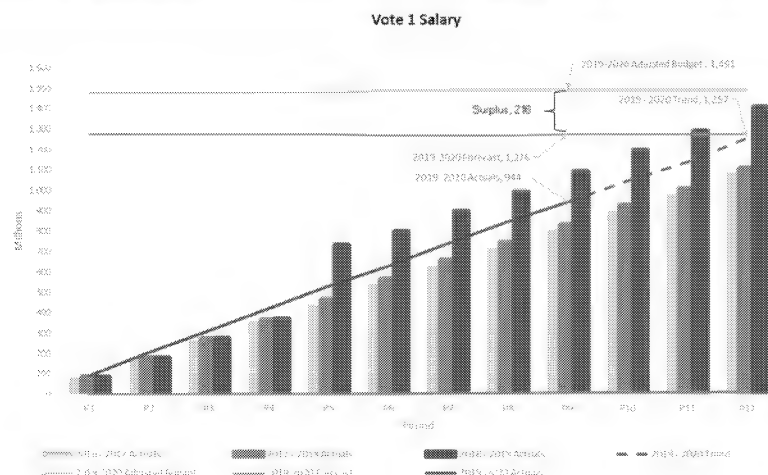
Decision Item 3B: Approve non-salary to salary conversion request for Accelerated Radio Deployment Initiative

Decision Item 3C: Approve program inventory realignment for Division 9 and Irregular Migration

Decision Item 3D: Approve Branch to Branch budget transfers for Accelerated Radio Deployment Initiative, Statistical Support Function and CARM



Vote 1 - Financial Situation



Salary

- The Agency forecasts a **surplus of \$215.5M** of which **\$91.4M is earmarked** resulting in an **available surplus of \$124.2M**
- Earmarked items primarily include financial requirements for 2020-21 \$62.6M, TB funded projects \$13.6M, eManifest \$7.6M and Irregular Migration \$4.9M
- 2018-19 expenditures include collective agreement retroactive salary for fiscal years 2014-15 to 2017-18. 2014-15 retro (\$10M) is outside the 4 year average used when trending the projection and therefore the projected expenditures are slightly overstated
- Available surplus may be required to offset forecasted non salary deficit

Non-Salary

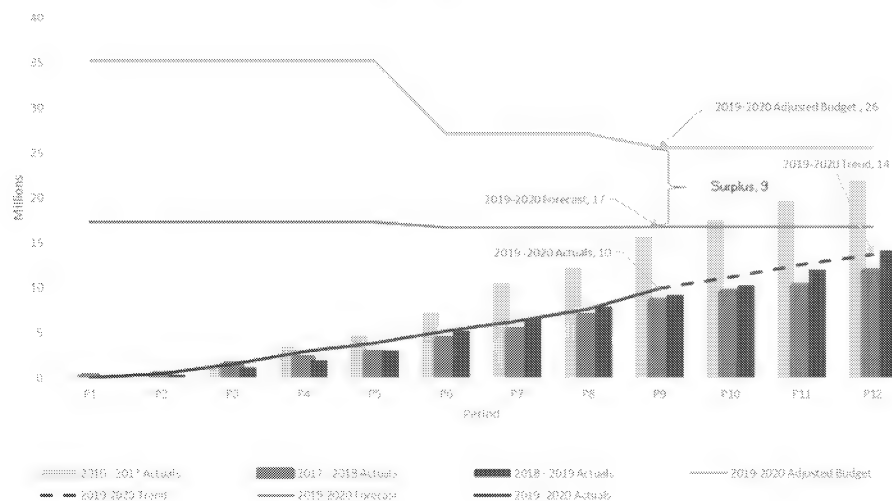
- The Agency forecasts a **deficit of \$48.2M**, including **earmarked items \$53.3M** increases the **deficit to \$101.5M**
- Deficit is primarily driven by the carry-forward and over-programming \$74.3M
- Expenditures plus commitments total \$551M (expenditures \$271.7M; commitments \$279.3M), forecast of \$490.7M suggesting need to close commitments

Forecasted Vote 1 surplus at year end \$167.3M is **8.7% of adjusted budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.

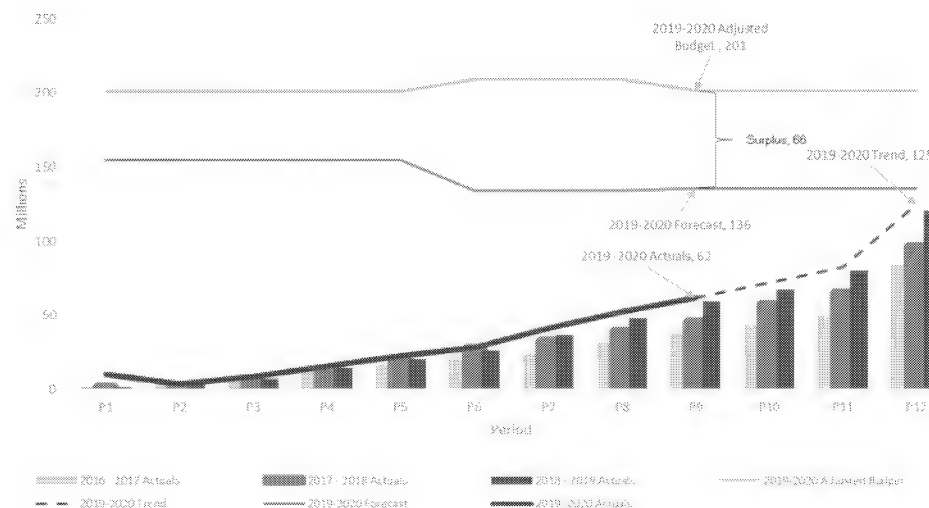


Vote 5 - Financial Situation

Vote 5 Salary



Vote 5 Non Salary



Salary

- The Agency is forecasting a **surplus of \$8.7M** of which **\$8.6M is earmarked** primarily for TB funded projects resulting in an **available surplus of \$0.1M**

Non-Salary

- The Agency is forecasting a **surplus of \$65.9M** of which **\$55.3M is earmarked** primarily for TB funded projects \$40.6M, 2020-21 financial requirements \$9M and Q2 Carry-forward Requests \$3.7M, resulting in an **available surplus of \$10.6M**
 - Under review
 - \$7.65M Policy Initiatives
 - \$3.6M Internally Funded Projects

Forecasted Vote 5 surplus at year end \$74.6M is **32.9% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2021-22.



Functional Portfolio Dashboard – Intelligence and Enforcement

Portfolio	2019-20 Financial Situation (In Millions)			Key Metric Volumes													
	Program Inventory	Vote 1	Vote 5	Metric	2018-19					2019-20							
	PI Name	Net Position	Net Position		Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Intelligence & Enforcement (Border Management)	Targeting	5.7	0.4	To be confirmed													
	Intelligence Collection & Analysis	11.0	-0.3	IMS cases opened	11,250	2,659	2,840	2,501	3,250	9,700	8,786	2,069	3,460	3,257	-		1.1
				IMS activities count	19,048	4,497	4,420	5,387	4,744	17,500	13,634	3,331	5,097	5,206	-		0.9
	Security Screening	2.6	0.0	To be confirmed													
	Total	19.3	0.0		-	-	-	-	-	-	-	-	-	-	-		
Intelligence & Enforcement (Border Enforcement)	Immigration Investigations	8.1	0.0	Concluded immigration investigations	22,164	5,098	4,757	5,208	7,101	20,300	17,016	6,404	5,430	5,182	-		1.1
				A44 reports written inland	13,445	2,980	4,109	3,556	2,800	8,610	14,872	4,269	5,585	5,018	-		1.4
	Detentions	9.4	0.0	Number of detention days (IHC)	55,324	15,193	14,623	12,367	13,141	65,862	41,842	13,987	14,206	13,649	-		0.9
				Number of detention days (Non-IHC)	67,966	17,995	17,225	16,621	16,125	61,912	50,654	17,062	16,594	16,998	-		0.9
				Immigration division	12,751	3,349	3,146	3,154	3,102	9,510	9,968	3,357	3,291	3,320	-		1.0
				Immigration appeal division	10,193	2,777	2,568	2,485	2,363	7,620	6,298	2,656	1,749	1,893	-		0.8
				Refugee protection division	29,738	7,934	6,667	5,866	9,271	1,000	26,216	8,767	8,405	9,044	-		1.2
				Refugee appeal division	274	76	53	74	71	40	968	27	219	722	-		4.7
	Removals	-3.0	0.0	Number of Inland Removals	6,430	1,225	1,464	1,403	2,338	4,310	5,688	1,704	1,873	2,111	-		1.3
				Number of Port of Entry Removals	3,178	811	968	662	737	3,010	2,225	760	832	633	-		0.9
				Cases opened	368	111	81	78	98	660	328	111	93	124	-		1.2
	Criminal investigations	-2.6	0.1	Cases referred to the public prosecution service of Canada (PPSC)	150	41	47	29	33	301	132	43	42	47	-		1.1
					-	-	-	-	-	-	-	-	-	-	-	-	

Intelligence & Enforcement, forecasts a **surplus of \$19.3M** in **Border Management** and a **surplus of \$16.6M** in **Border Enforcement**; there is a decrease in number of IMS activities count (95%) while the number of IMS cases opened (110%), number of concluded immigration investigations (113%), A44 reports inland (140%), and Inland Removals (139%) has increased



Functional Portfolio Dashboard – Traveller & Commercial and Trade

Portfolio	2019-20 Financial Situation (In Millions)			Key Metric Volumes												
	Program Inventory	Vote 1	Vote 5	Metric	2018-19					2019-20						
	PI Name	Net Position	Net Position		Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Traveller	Traveller Facilitation & Compliance	31.0	13.5	Number of travellers processed	96,228,814	24,841,672	30,036,644	20,836,945	20,513,553	99,731,409	77,234,117	25,195,966	30,774,857	21,263,294	-	1.02
				Number of immigration Exams	2,016,601	547,065	661,065	419,961	388,510	1,951,538	1,465,524	480,239	584,587	400,698	-	0.90
				Number of Customs/ODG Examinations	1,331,856	347,515	369,390	307,339	307,612	1,311,065	940,349	334,379	337,899	268,071	-	0.90
	Trusted Traveller	1.9	0.8	Number of trusted travellers processed	9,910,298	2,544,032	2,592,713	2,400,968	2,372,585	9,818,006	7,765,418	2,605,844	2,682,024	2,477,550	-	1.00
				Number of risk assessments completed (new, maintenance, and periodic)	717,874	148,516	144,716	171,944	252,698	931,797	443,262	163,725	139,967	139,570	-	0.90
				Number of completed enrollment interviews	215,727	64,300	58,108	50,039	43,280	149,570	191,155	59,981	66,213	64,961	-	1.10
	Total	32.9	14.2		-	-	-	-	-	-	-	-	-	-	-	
	Commercial & Trade	Commercial-Trade Facilitation & Compliance	16.3	27.2	Number of commercial releases (all modes)	21,739,228	5,544,816	5,318,824	5,675,784	5,199,804	21,773,440	15,583,553	5,236,342	5,006,806	5,340,405	-
Number of parcels (postal)					79,764,746	21,225,435	20,248,972	19,494,506	18,795,833	80,027,526	70,198,200	21,571,235	22,429,608	26,197,357	-	1.10
Number of verifications					1,403	296	309	332	466	1,625	1,087	319	400	368	-	1.10
Number of B2s					211,031	61,886	50,048	48,158	50,939	180,242	154,917	54,420	58,665	41,832	-	0.90
Anti-dumping & Countervailing		1.9	0.0	To be confirmed												
Trusted Trader		3.6	0.9	Total number of CSA transactions (all modes)	926,283	244,302	224,749	226,805	230,427	25,739	682,962	239,630	225,135	218,197	-	0.90
				Number of new applications (PIP and CSA)	166	37	40	47	42	125	158	40	62	56	-	1.20
				Number of revalidation	396	150	86	102	58	323	167	59	43	65	-	0.40
Total		21.8	28.1													

Traveller, forecasts a **surplus of \$31.0M** in Facilitation and Compliance, and **\$1.9M** in Trusted Traveller; number of travellers processed remains consistent with last year (102%) while the number of trusted traveller enrollment interviews has slightly increased (111%)

Commercial & Trade, forecasts a **surplus of \$16.3M** in Facilitation and Compliance, a **surplus of \$1.9M** in Anti Dumping and Countervailing and a **surplus of \$3.6M** in Trusted Trader; number of B2s remain consistent with last year (97%) while there is a increase in number of parcel (115%) and decrease in number of commercial releases (94%) and revalidations (49%)



Planned Staffing

Salary - Vote 1 and 5						
Branch (\$000)	Total Salary Forecast	Q3		Q2		
		Planned Staffing (included in forecast)	Attrition (included in forecast)	Total Salary Forecast	Planned Staffing (included in forecast)	Attrition (included in forecast)
President's Office	1,432.3	0.0	0.0	1,420.2		0.0
Audit & Evaluation	5,094.4	74.8	104.0	4,793.7	74.8	167.0
Legal	573.0	0.0	0.0	586.8	38.0	0.0
CARM Branch	5,243.2	256.0	0.0	5,490.6	383.6	0.0
Finance & Corporate Management Branch	62,631.5	1,880.0	857.5	62,903.8	5,261.0	1,205.2
Human Resources Branch	79,853.6	1,373.9	1,100.0	79,604.6	4,298.0	1,300.0
Strategic Policy Branch	42,516.8	1,367.0	1,100.0	41,548.9	3,017.8	2,100.0
Information, Science & Technology Branch	94,451.8	1,255.9	1,777.0	93,364.6	3,908.5	3,733.0
Chief Transformation Officer Branch	3,572.1	154.7	22.0	3,446.0	219.2	36.5
Travellers Branch	24,477.7	201.6	48.0	24,430.3	355.3	235.0
Commercial and Trade Branch	41,925.7	566.2	0.0	40,827.3	2,000.0	673.0
Intelligence & Enforcement Branch	71,039.0	1,200.3	0.0	70,638.5	3,407.6	1,600.0
Atlantic Region	61,608.4	350.6	220.7	60,267.5	406.0	850.0
Quebec Region	170,029.3	1,474.4	452.7	170,819.7	3,755.0	2,200.0
Northern Ontario Region	55,347.1	740.1	651.6	54,430.4	1,973.5	1,828.6
Greater Toronto Area Region	179,510.1	1,727.1	657.0	180,974.2	8,917.9	4,099.9
Southern Ontario Region	134,549.9	497.6	765.1	134,122.4	1,293.0	2,282.5
Prairie Region	99,189.0	925.6	1,915.3	97,841.4	3,238.2	4,821.0
Pacific Region	155,323.0	404.6	1,775.1	154,545.1	1,044.6	3,066.1
Corporate Accounts	4,441.4			4,441.4		
Total	1,292,809.4	14,450.4	11,446.1	1,286,497.3	43,592.0	30,197.8

Action Item 1: Based on planned staffing of \$14.5M, an average salary of \$82k, and a proration of FTEs to 0.25, it is estimated that:

- Planned staffing in the regions (299 positions), represents a 42% increase over the first three quarters of 2019-20 (420 positions)
- Planned staffing in HQ (406 positions), represents a 46% increase over the first three quarters of 2019-20 (483 positions)
- Continued emphasis to be placed on staffing plans for 2020-2021



In Millions

Financial Situation by Branch – Vote 1

Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Actuals as % of Budget	Previous Year Actuals
President's Office	1.7	1.2	0.0	0.5	1.5	0.2	70.4%	1.6
Audit & Evaluation	5.9	4.4	0.7	0.8	6.0	-0.1	74.3%	5.8
Legal	16.5	13.1	4.3	-0.9	17.5	-1.0	79.5%	18.9
CARM Branch	4.3	3.1	0.1	1.0	4.3		73.0%	1.3
Finance & Corporate Management Branch	148.3	92.2	29.9	26.2	143.2	5.1	62.2%	104.1
Human Resources Branch	108.2	77.4	11.9	19.0	113.1	-4.8	71.5%	86.3
Strategic Policy Branch	52.7	33.8	2.6	16.3	52.7	0.1	64.0%	41.6
Information, Science & Technology Branch	259.0	154.8	91.6	12.6	255.5	3.5	59.8%	227.5
Chief Transformation Officer Branch	5.6	3.2	0.6	1.8	5.7	-0.1	57.0%	3.6
Travellers Branch	38.0	24.0	5.0	9.1	36.1	2.0	63.1%	38.3
Commercial and Trade Branch	50.7	31.1	2.3	17.3	46.2	4.5	61.3%	46.8
Intelligence & Enforcement Branch	82.7	58.8	8.0	15.9	84.1	-1.4	71.1%	89.2
Atlantic Region	65.1	49.4	1.2	14.5	66.6	-1.5	75.9%	77.8
Quebec Region	209.6	149.8	36.0	23.8	215.2	-5.6	71.5%	238.1
Northern Ontario Region	58.4	43.7	1.2	13.4	59.4	-1.0	74.9%	67.4
Greater Toronto Area Region	223.2	157.8	53.8	11.6	221.5	1.7	70.7%	238.4
Southern Ontario Region	135.8	102.4	1.3	32.1	138.4	-2.6	75.4%	161.8
Prairie Region	107.6	82.5	7.1	18.0	113.8	-6.2	76.6%	123.1
Pacific Region	167.2	129.1	21.0	17.0	175.1	-7.9	77.2%	200.5
Unallocated Project	100.8			100.8		100.8		
Corporate Accounts	10.5	3.7	5.5	1.3	10.7	-0.2	35.4%	8.4
Reserve	81.8	-0.4		82.2		81.8	-0.5%	
Corporate Adjustment		0.5	0.0	-0.5				30.8
Grand Total	1,933.7	1,215.5	284.4	433.8	1,766.4	167.3	62.9%	1,811.2

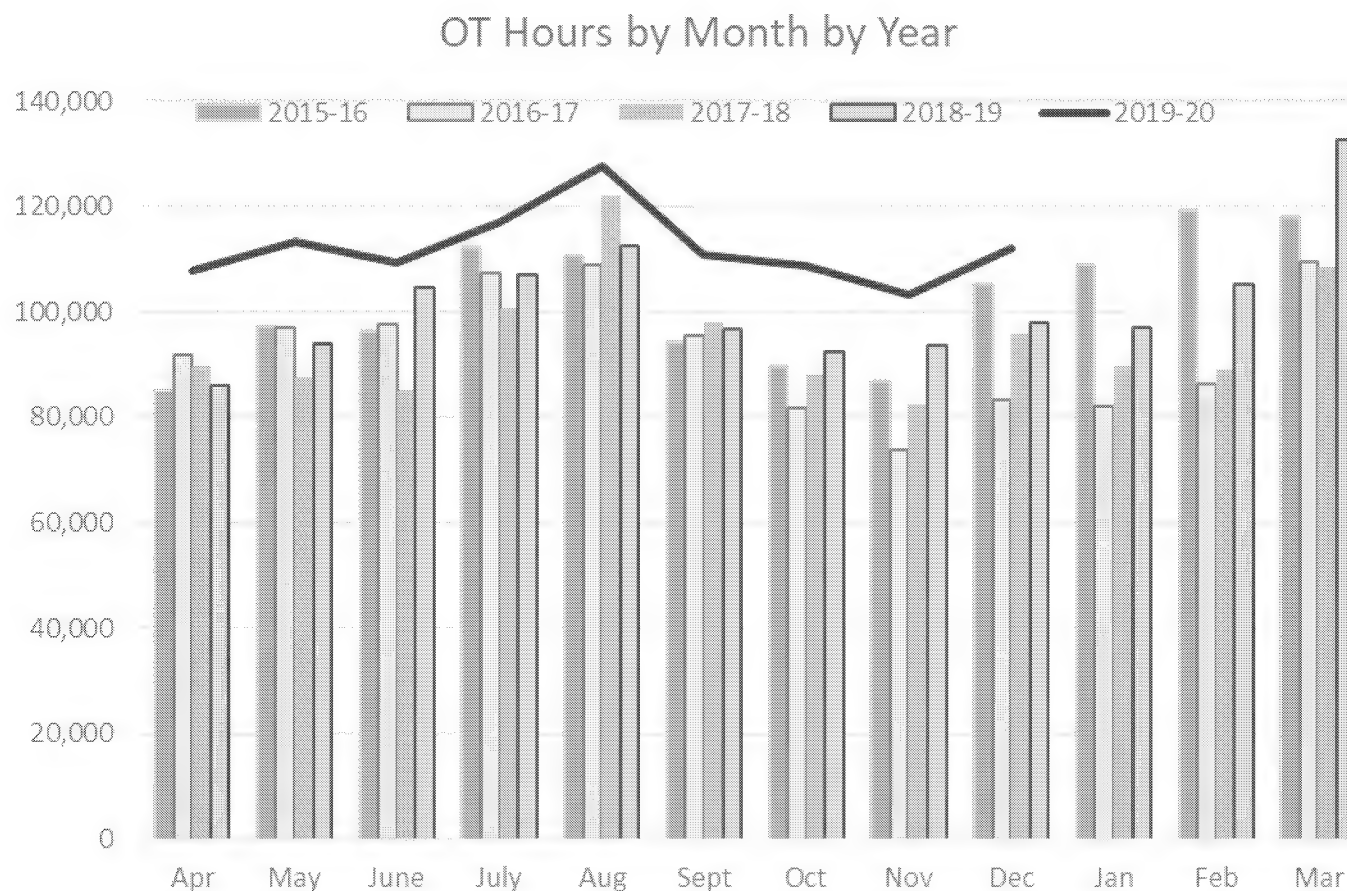
Action Item 2: While the above Branch and Regional positions indicate several forecast deficits, it is understood that the majority of these are offset by budget distributions from the Reserve (primarily Irregular Migration and Projects):

- OPIs to complete allocations to alleviate deficits
- Branches and Regions continue to monitor financial position to year-end

Includes anticipated budget adjustments. See p.52 for details.



Overtime Utilization



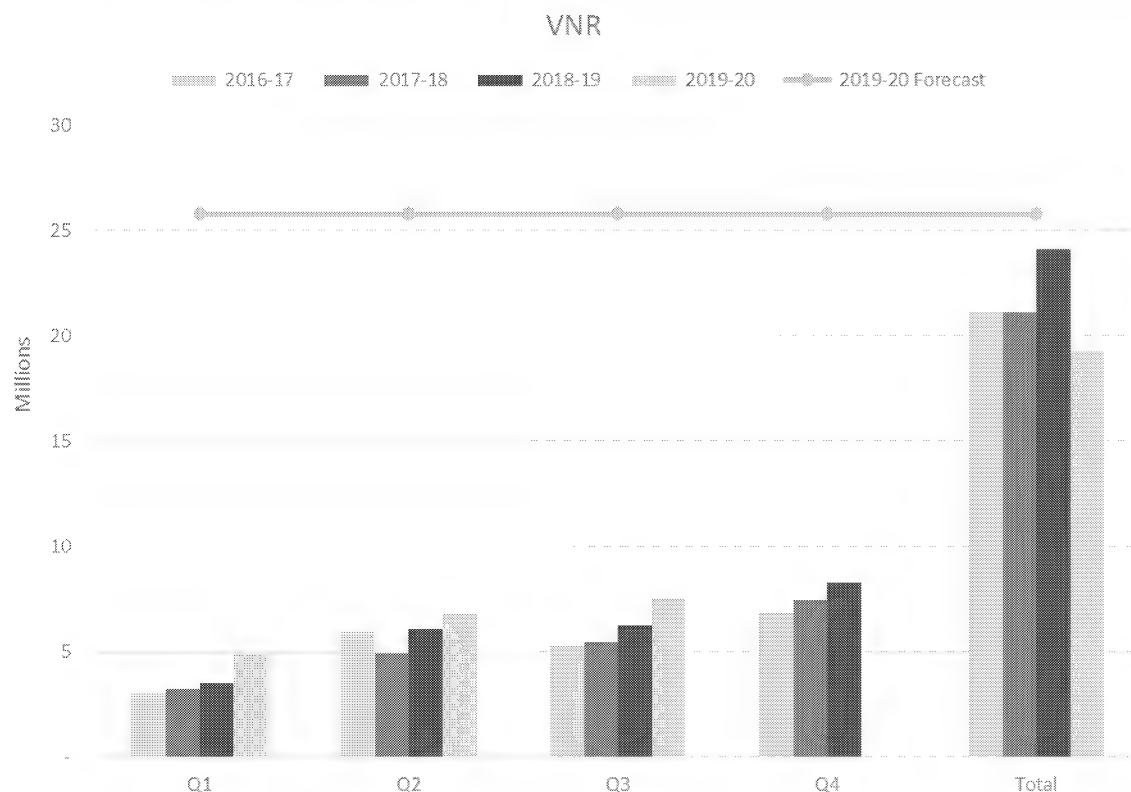
Action Item 3: Overtime Reduction (Gate 1 – Efficiency): \$5.2M reduction applied to budgets effective 2019-20 and ongoing, due to the optimization of staff availability and reduced idle time through more efficient work schedules, overtime and leave management.

- Integration of savings included in efficiency program reporting
- Q3 branch/ program indicators are that the reduction will be managed this fiscal, however, tracking of hours highlights requirement for continued monitoring
- Monitoring to continue to 2019-20 year-end, to confirm level of savings achievement and any refinements required for 2020-21 and ongoing savings implementation plan



Vote Netted Revenue (VNR)

In Millions



VNR Name	2019-20 Forecast
Broker's Licence Fees	0.5
Canpass - Pr & Cor Air	0.0
Canpass - Private Boats	0.1
Cont. agre. / New & Enhance	2.5
Customs Bonded Warehouse	0.0
Det. Dog Learning Service	1.1
FAST Program	0.4
Fees for Collecting PST	2.8
Food Inspection Fees	3.7
NEXUS Program	13.0
Priority Post Fees	0.4
Priv, Lic & Permits	0.0
Prov Tobac Alch M/L	0.8
Remote Area Border	0.5
Storage Charges - Queen's	0.0
Total	25.8

- Revenue from the sales of services reflects the Agency's forecasted re-spendable revenue. Year-over-year revenue has increased in line with volumes mainly attributable to the NEXUS program.
 - CBSA's 2019-20 VNR Authority is \$22.4M. The Agency has the authority to re-spend increases in revenue related to volumes up to 125% of Authorities or \$28M.
 - For 2018-19, the revenue collected was \$24.1M, which was approximately \$1M in excess of TB authorities.
 - For 2019-20, CBSA's VNR Authority was increased by \$4M through the 2019-20 Supplementary Estimates A exercise, and has been increased by \$2.6M ongoing through the 2020-21 Annual Reference Level Update (ARLU) to reflect forecasted increases.
 - The FCMB is in the process of reviewing the Agency's revenue and cost recovery. The Agency's VNR Authorities may be further refined in the future, pending results of the review.



Additional Points of Interest

Irregular Migration

Direct Funding of \$84.7M, which includes:

- \$64.9M OPI Direct, \$13.2M Agency contingency, and \$6.6M C/F (2018/19 - IM B2018) (Direct)
 - excluding EBP, SSC & PSPC (\$10.5M) and corporate support (\$6.3M)
- Currently awaiting OPI approval to allocate the Final Round of TFA's (based on Q3 forecast), resulting in an estimated total budget allocation of **\$55.7M** as follows:
 - \$35.8M in Border Management, including \$28.1M for Lacolle, Montreal, PAC and PRA urban processing centres
 - \$18.6M in Border Enforcement, including Immigration Investigations (\$0.6M), Detentions (\$0.7M), Hearings (\$6.2M), Removals (\$10.8) and Criminal Investigations (\$0.3M)
 - \$1.3M in Internal Services, primarily Management and Oversight (\$1.0M)
- Lapse funding is being recommended for carry forward (\$35-\$45M), as part of developing the ongoing irregular migration strategy via:
 - 2020-21 to 2022-23 Integrated Business Plan
 - Budget 2020
 - 2019-20 carry forward / 2020-21 reprofile
- Awaiting Agency approval to commence the Infrastructure Normalization Strategy (INS) related to retrofitting existing infrastructure in Lacolle, QC. May require submission via Supplementary Estimates to obtain approval of a V1 to V5 conversion to fund the INS

Novel Coronavirus

- Front line response efforts continue to be of the highest priority
- Ongoing procurement of materials and services includes contracting of translators, translation of documents, office material, consumables such as surgical masks and gloves, etc
- Incremental personnel costs are also being incurred to support the response
- Traveller Branch is closely monitoring both the operational and financial positions
- Although costs are currently minimal, given the uncertainty, it is recommended that FIMC delegate funding approval authority to the CFO, should branches/regions not be in a position to internally manage incremental costs to year-end

Enterprise Data Analytics / E-Commerce

- Under review - Enterprise Data Analytics (EDA) potentially to fund proof of concept work for E-Commerce; Considerations:
 - Strategy to be presented for both EDA and E-Commerce
 - EDA to confirm it has funding available (i.e. will not create an EDA deficit in outer years)
 - If E-Commerce is funded by EDA, determine whether there is a requirement for carry forward of E-Commerce lapse
 - Operating vs Capital budget (Vote 1 and Vote 5) for E-Commerce to be addressed to ensure appropriate alignment

Decision Item 4: Delegate funding approval authority to CFO for Coronavirus, should branches/regions require funding before year-end

Action Item 4: Strategic Policy Branch and Commercial and Trade Branch to present strategy for both EDA and E-Commerce



Financial Management Plan Update

- **Improved guidance** updated maintenance and transfer guide to align with functional model, including detailed steps for Program Inventory transfers;
- **Enhanced budget transparency and accountability** quarterly multi-year budget delegation letters include functional budgets across the agency, while planning guidance aligns budgets to functional VPs; and provision of an additional year of data to align to 3-year planning;
- **Integration of financial and non-financial information** at the Program Inventory level for key functional portfolios (Traveller, Commercial & Trade, and Intelligence and Enforcement) including volumes, with year over year comparison aligned to financial forecast;
- **Actions to minimize lapses and support business planning**, includes call for multi-year financial information for all projects/initiatives, and program inventory budget alignment for Q2; addition of variance explanations and FCMB independent assessment in Integrated Project Reports; and launch of 3-year integrated business planning.



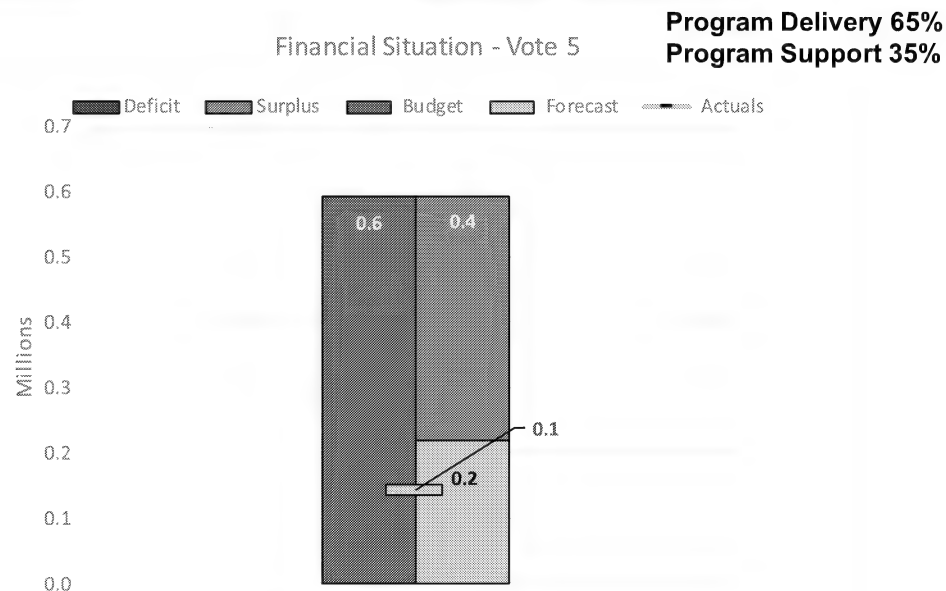
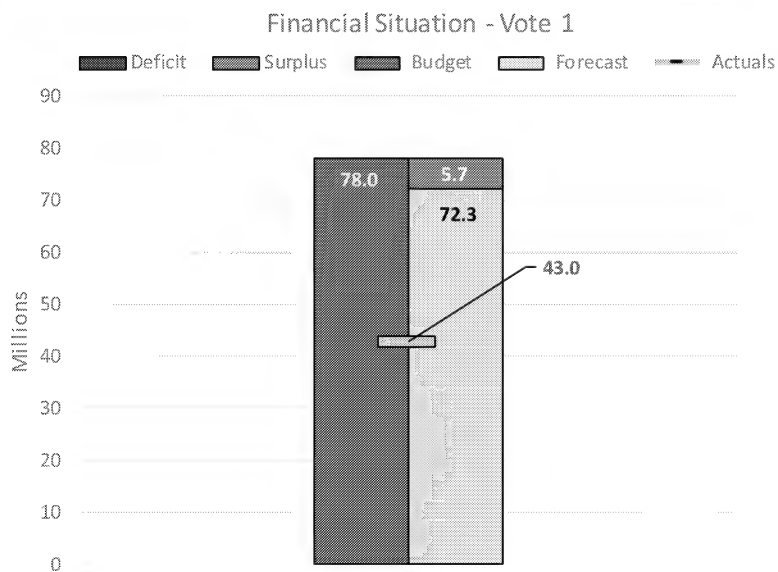
Annex



Intelligence & Enforcement Portfolio (Border Management)



Targeting (10100) – Financial Situation



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Targeting predicts a **surplus of \$5.7M in Vote 1** for the program primarily related to:

- \$6.3M Base:
- \$1.2M IAPI
- -\$2.0M eManifest (Deficit)

As at **Q3 2019-20** the financial forecast for Targeting predicts a **surplus of \$0.4M in Vote 5** for the program primarily related to:

- \$0.3M ERASS 2
- \$0.1M IAPI
- -\$0.1M PPP (Deficit)

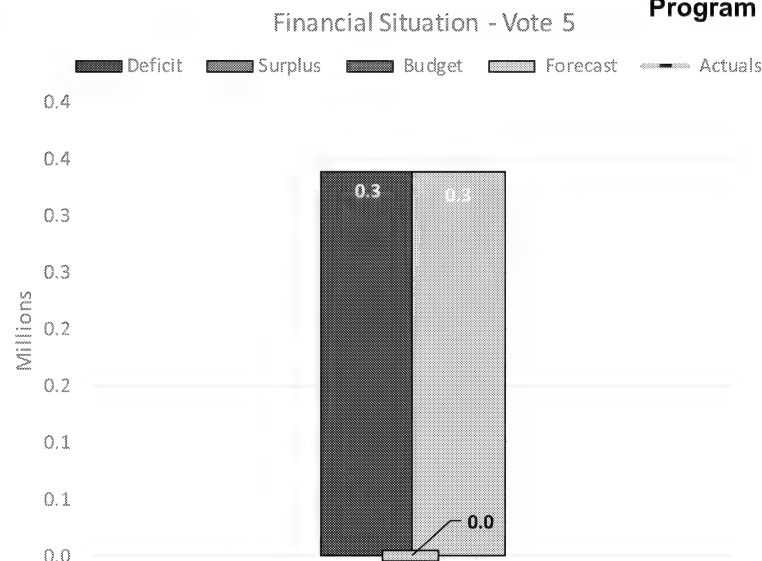
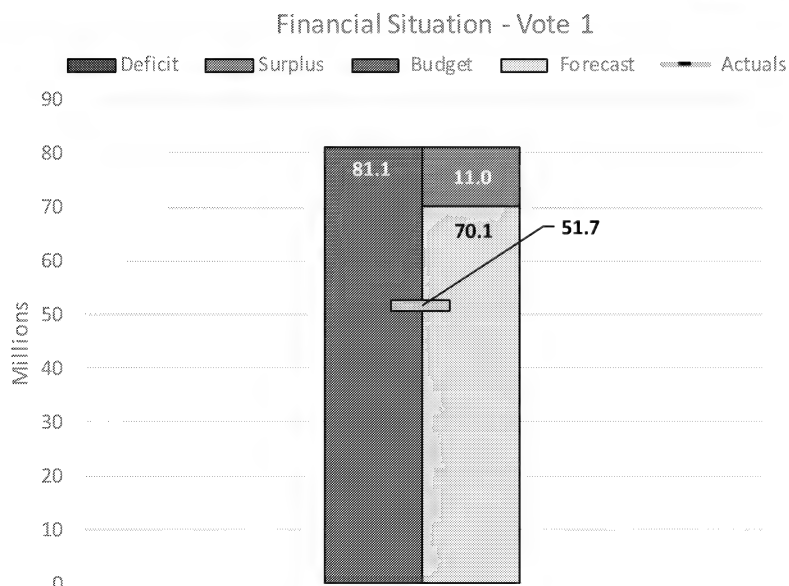
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Intelligence Collection and Analysis (10200) – Financial Situation

Program Delivery 93%
Program Support 7%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Intelligence Collection and Analysis program predicts a **surplus of \$11.0M in Vote 1** primarily related to:

- \$6.4M Irregular Migration
- \$4.2 eManifest

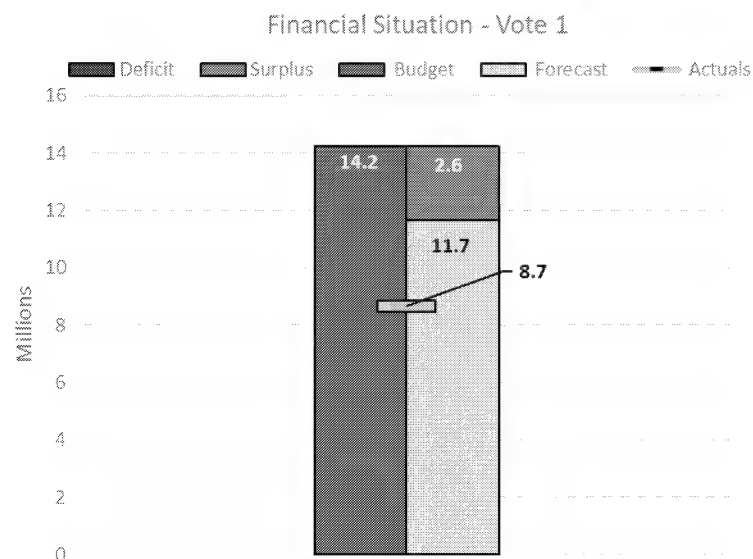
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
IMS cases opened ¹	11,250	2,659	2,840	2,501	3,250	9,700	8,786	2,069	3,460	3,257	-	1.10
IMS activities count ¹	19,048	4,497	4,420	5,387	4,744	17,500	13,634	3,331	5,097	5,206	-	0.95

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Security Screening (10300) – Financial Situation

Program Delivery 91%
Program Support 9%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Security Screening predicts a **surplus of \$2.6M in Vote 1** for the program primarily related to:

- \$2.0M Base:
 - \$1.6M Reserve primarily Temporary Residents
 - \$0.6M Intelligence & Enforcement Branch
- \$0.4M Irregular Migration

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

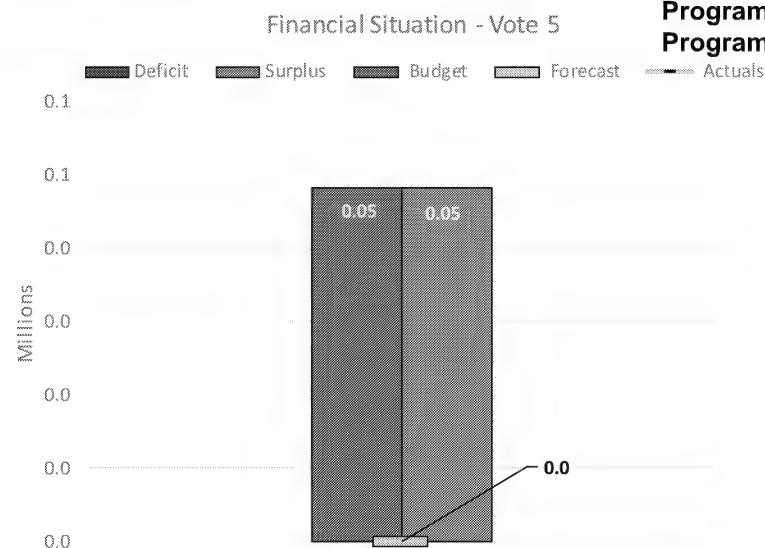
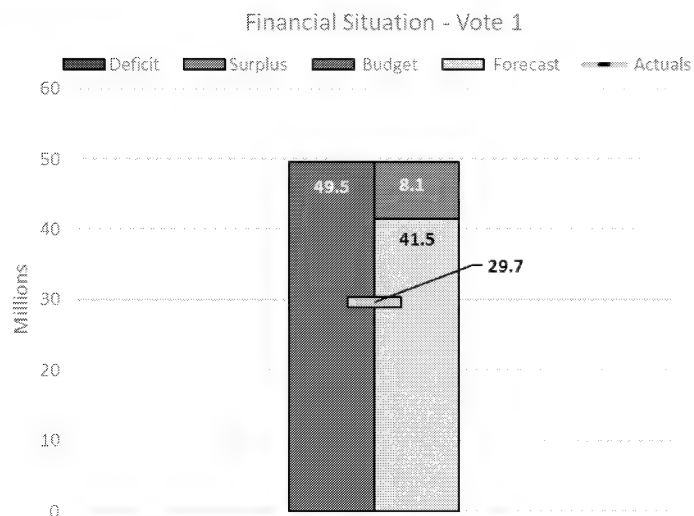
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Intelligence & Enforcement Portfolio (Border Enforcement)



Immigration Investigations (20100) – Financial Situation



Program Delivery 85%
Program Support 15%

Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Immigration Investigations predicts a **surplus of \$8.1M in Vote 1** for the program primarily related to:

- \$2.7M Base:
 - \$3.3M Reserve
 - \$1.1M Quebec Region
 - -\$0.7M Prairie Region
- \$4.5M Irregular Migration
- \$0.5M Security Certificate Division 9

As at **Q3 2019-20** the financial forecast for Immigration Investigations predicts a **surplus of \$0.05M in Vote 5** for the program.

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Concluded immigration investigations	22,164	5,098	4,757	5,208	7,101	20,300	17,016	6,404	5,430	5,182	-	1.13
A44 reports written inland	13,445	2,980	4,109	3,556	2,800	8,610	14,872	4,269	5,585	5,018	-	1.40

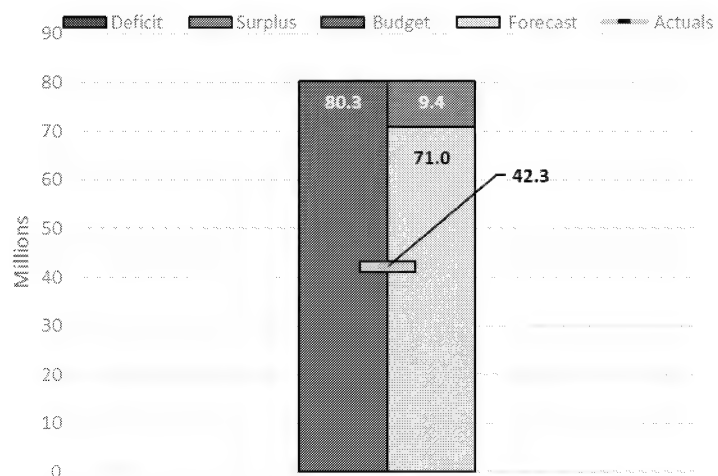
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Detentions (20200) – Financial Situation

Program Delivery 86%
Program Support 14%

Financial Situation - Vote 1



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Detentions predicts a **surplus of \$9.4M in Vote 1** for the program primarily related to:

- \$5.7M Base:
 - \$4.2M Greater Toronto Area Region
 - \$3.9M Reserve
 - -\$0.9M Intelligence & Enforcement Branch
- \$4.2M Strengthening the National Immigration Detention Framework

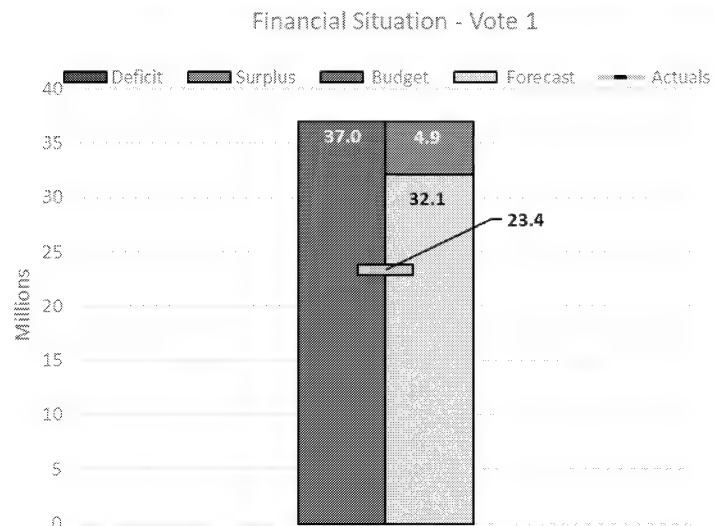
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of detention days (IHC)	55,324	15,193	14,623	12,367	13,141	65,862	41,842	13,987	14,206	13,649	-	0.99
Number of detention days (Non-IHC)	67,966	17,995	17,225	16,621	16,125	61,912	50,654	17,062	16,594	16,998	-	0.98

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Hearings (20300) – Financial Situation

Program Delivery 91%
Program Support 9%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Hearings predicts a **surplus of \$4.9M in Vote 1** for the program primarily related to:

- \$1.0M Base:
 - \$3.3M Reserve
 - -\$1.2M Quebec Region
 - -\$0.6M Intelligence & Enforcement Branch
- \$3.6M Irregular Migration

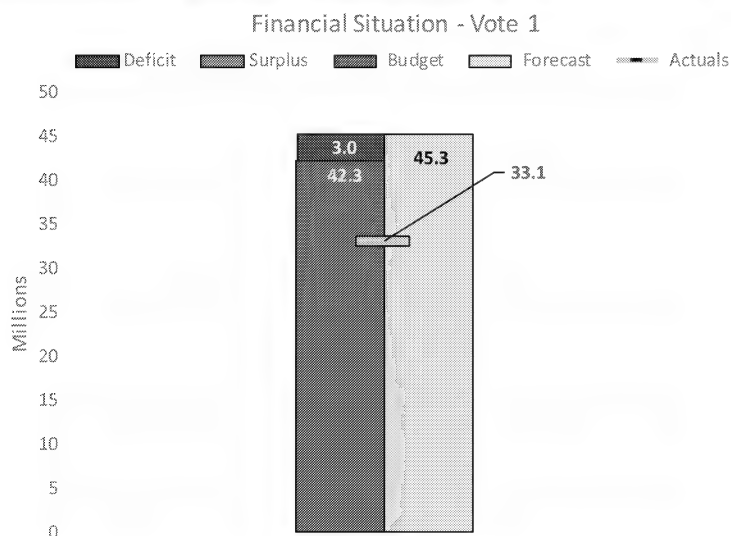
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Immigration division	12,751	3,349	3,146	3,154	3,102	9,510	9,968	3,357	3,291	3,320	-	1.03
Immigration appeal division	10,193	2,777	2,568	2,485	2,363	7,620	6,298	2,656	1,749	1,893	-	0.80
Refugee protection division	29,738	7,934	6,667	5,866	9,271	1,000	26,216	8,767	8,405	9,044	-	1.28
Refugee appeal division	274	76	53	74	71	40	968	27	219	722	-	4.77

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Removals (20400) – Financial Situation

Program Delivery 92%
Program Support 8%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Removals predicts a **deficit of \$3M in Vote 1** for the program primarily related to:

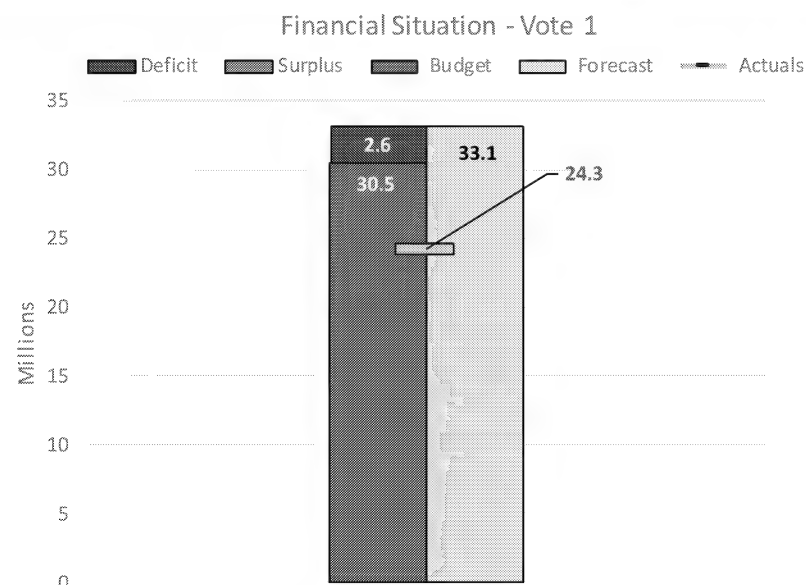
- \$2.6M Irregular Migration
- -\$5.5M Base (Deficit):
 - \$5.4M Reserve
 - -\$5.8M Greater Toronto Area Region
 - -\$3.6M Quebec Region

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of Inland Removals ¹	6,430	1,225	1,464	1,403	2,338	4,310	5,688	1,704	1,873	2,111	-	● 1.39
Number of Port of Entry Removals ¹	3,178	811	968	662	737	3,010	2,225	760	832	633	-	● 0.91

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4

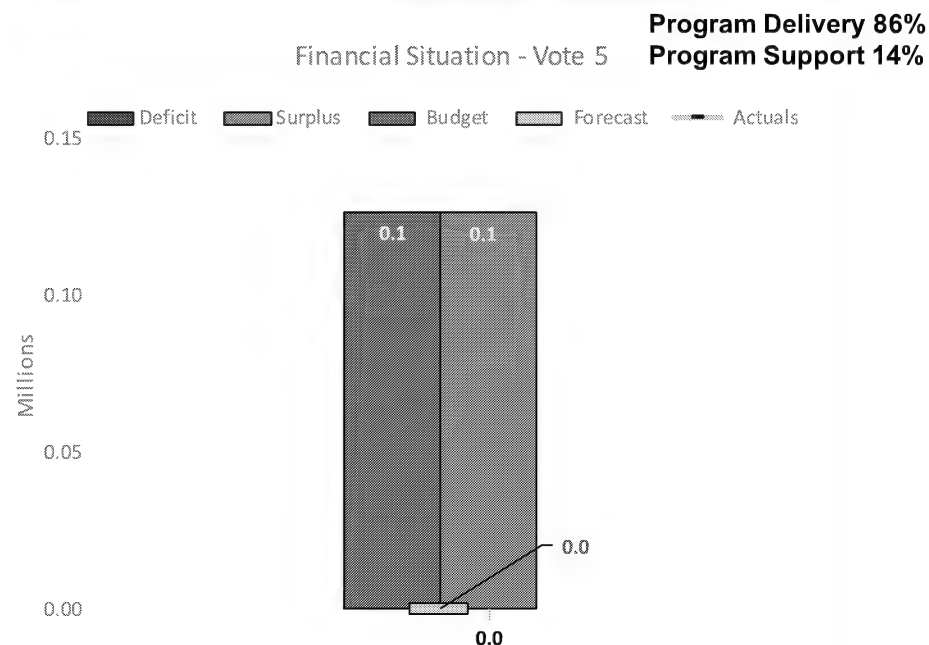


Criminal Investigations (20500) – Financial Situation



As at **Q3 2019-20** the financial forecast for Criminal Investigations predicts a **deficit of \$2.6M in Vote 1** for the program primarily related to:

- **-\$2.6M Base (Deficit):**
 - **-\$0.8M Pacific Region**
 - **-\$0.7M Intelligence & Enforcement Branch**
 - **-\$0.4M Prairie Region**



As at **Q3 2019-20** the financial forecast for Criminal Investigations predicts a **surplus of \$0.1M in Vote 5** for the program.

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Cases opened	368	111	81	78	98	660	328	111	93	124	-	1.21
Cases referred to the public prosecution service of Canada (PPSC)	150	41	47	29	33	301	132	43	42	47	-	1.13

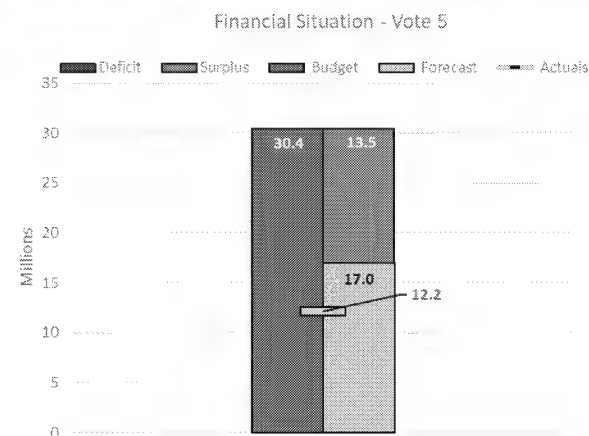
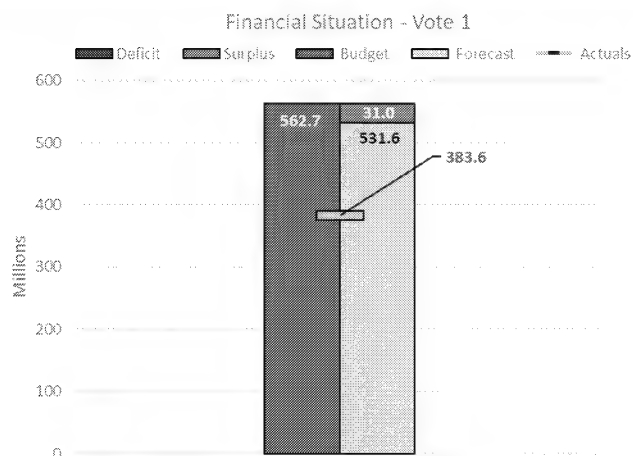
Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Traveller Portfolio



Traveller Facilitation and Compliance (10400) – Financial Situation



Program Delivery 89%
Program Support 11%

Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Traveller Facilitation and Compliance predicts a **surplus of \$31.0M in Vote 1** for the program primarily related to:

- \$13.8M Biometric Expansion: de-scoped CRIS component and project delivered under budget
- \$5.7M Entry-Exit
- \$3.1M Chain of Trust – Advance Traveller Information
- \$2.0M PPP: compliance model related change request work has been pushed to future years

As at **Q3 2019-20** the financial forecast for Traveller Facilitation and Compliance predicts a **surplus of \$13.5M in Vote 5** for the program primarily related to:

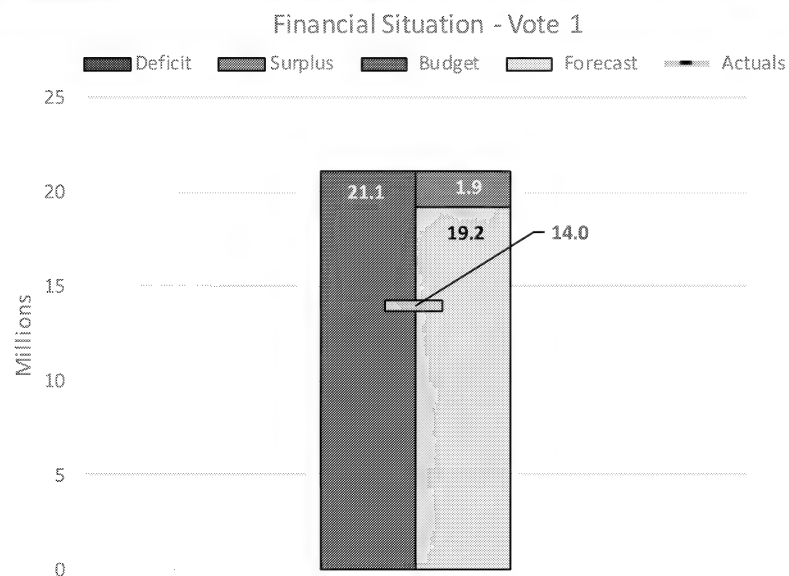
- \$7.8M PPP: primarily related to compliance model change requests work been pushed to future years
- \$3.1M Entry-Exit
- \$1.9M Biometric Expansion: surplus due to de-scoped CRIS component
- -\$2.2M Base (Deficit):
 - -\$2.1M Reserve

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of travellers processed	96,228,814	24,841,672	30,036,644	20,836,945	20,513,553	99,731,409	77,234,117	25,195,966	30,774,857	21,263,294	-	1.02
Number of immigration Exams	2,016,601	547,065	661,065	419,961	388,510	1,951,538	1,465,524	480,239	584,587	400,698	-	0.90
Number of Customs/OGD Examinations	1,331,856	347,515	369,390	307,339	307,612	1,311,065	940,349	334,379	337,899	268,071	-	0.92

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4

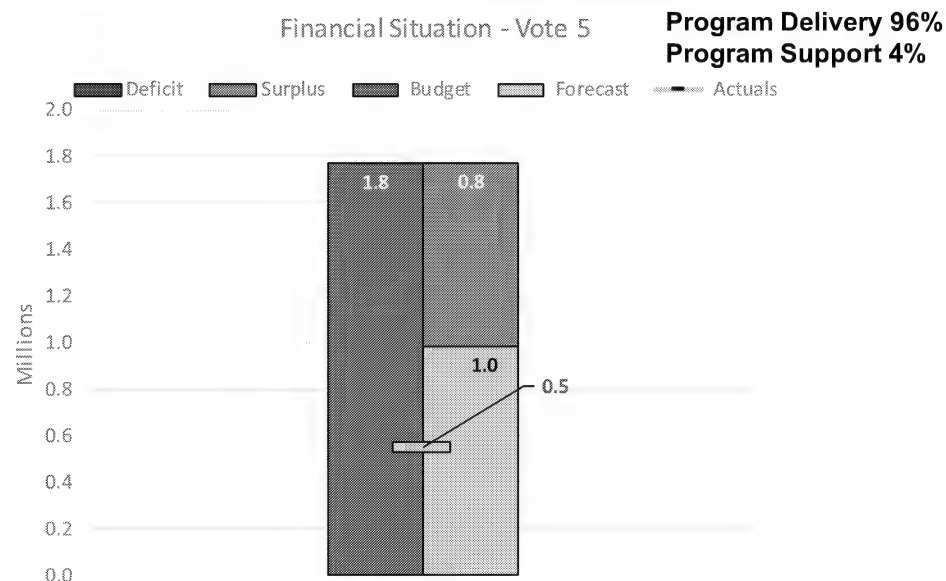


Trusted Traveller (10700) – Financial Situation



As at **Q3 2019-20** the financial forecast for Trusted Traveller predicts a **surplus of \$1.9M in Vote 1** for the program primarily related to:

- \$1.9M Base:
 - \$0.7M Pacific Region
 - \$0.4M Greater Toronto Area Region
 - \$0.3M Northern Ontario Region
 - \$0.3M Travellers Branch



As at **Q3 2019-20** the financial forecast for Trusted Traveller predicts a **surplus of \$0.8M in Vote 5** for the program.

- \$0.8M Nexus Modernization

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of trusted travellers processed	9,910,298	2,544,032	2,592,713	2,400,968	2,372,585	9,818,006	7,765,418	2,605,844	2,682,024	2,477,550	-	1.03
Number of risk assessments completed (new, maintenance, and periodic)	717,874	148,516	144,716	171,944	252,698	931,797	443,262	163,725	139,967	139,570	-	0.95
Number of completed enrollment interviews	215,727	64,300	58,108	50,039	43,280	149,570	191,155	59,981	66,213	64,961	-	1.11

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4

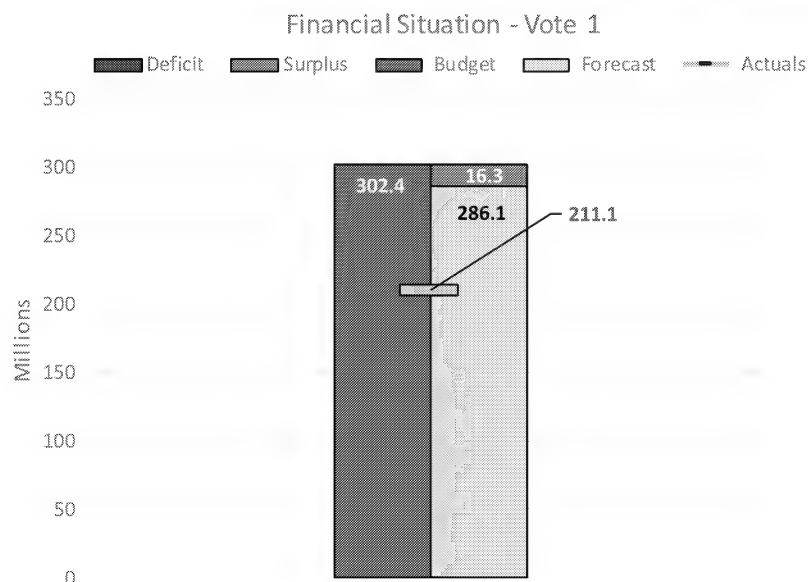


Commercial & Trade Portfolio



Commercial Trade Facilitation and Compliance (10500)– Financial Situation

Program Delivery 81%
Program Support 19%



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Commercial Trade Facilitation and Compliance predicts a **surplus of \$16.3M in Vote 1** for the program primarily related to:

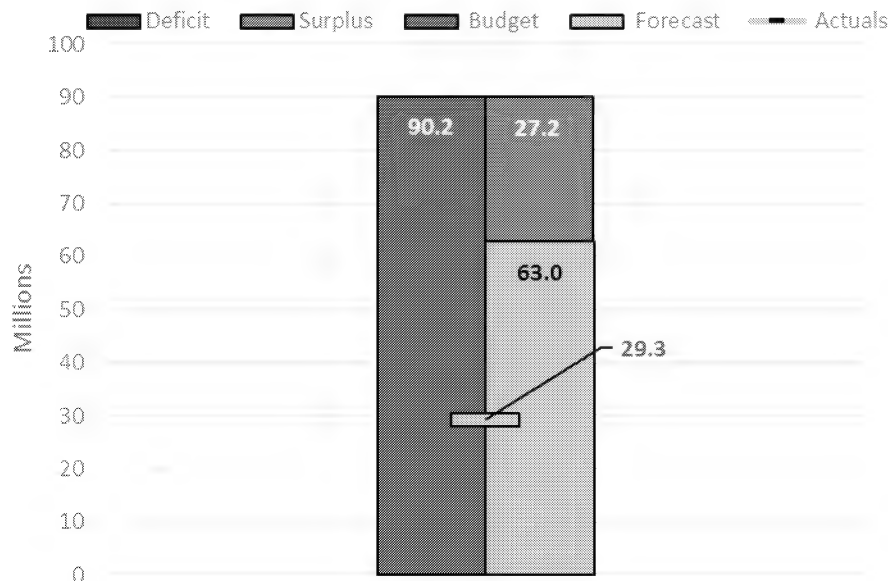
- \$0.9M Base:
 - \$3.5M Information, Science & Technology Branch
 - \$1.7M Reserve
 - -\$2.9M Greater Toronto Area Region
 - -\$1.9M Quebec Region
- \$7.5M CARM
- \$3.3M MCEF
- \$2.3M eManifest
- \$0.5M E-Commerce
- \$0.5M POEMS
- -\$0.4M Dynamic Risking (Deficit)



Commercial Trade Facilitation and Compliance (10500) – Financial Situation

Program Delivery 81%
Program Support 19%

Financial Situation - Vote 5



As at **Q3 2019-20** the financial forecast for Commercial Trade Facilitation and Compliance predicts a **surplus of \$27.2M in Vote 5** for the program primarily related to:

- \$10.4M Marine Container Examination Facility
- \$9.4M Postal Modernization Initiative
- \$5.0M CARM
- \$2.9M Guns & Gangs

Financial situation includes anticipated budget adjustments. See p.52 for details.

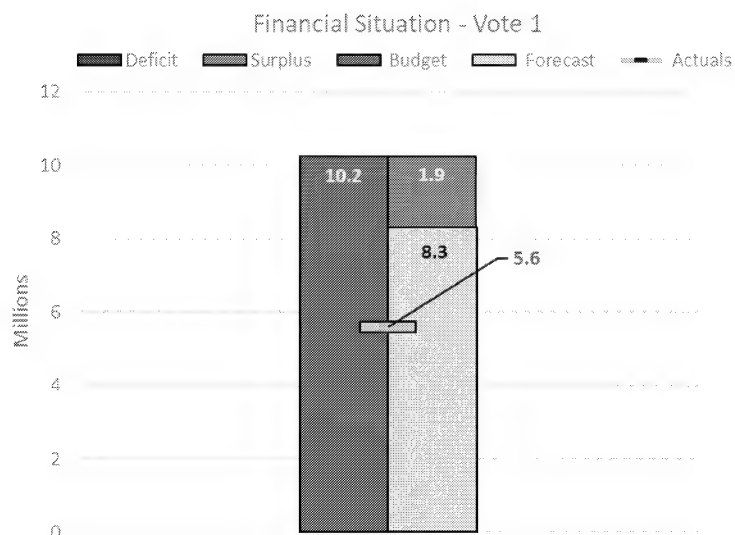
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Number of commercial releases (all modes)	21,739,228	5,544,816	5,318,824	5,675,784	5,199,804	21,773,440	15,583,553	5,236,342	5,006,806	5,340,405	-	0.94
Number of parcels (postal)	79,764,746	21,225,435	20,248,972	19,494,506	18,795,833	80,027,526	70,198,200	21,571,235	22,429,608	26,197,357	-	1.15
Number of verifications	1,403	296	309	332	466	1,625	1,087	319	400	368	-	1.16
Number of B2s	211,031	61,886	50,048	48,158	50,939	180,242	154,917	54,420	58,665	41,832	-	0.97

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4



Anti-dumping and Countervailing (10600) – Financial Situation

Program Delivery 67%
Program Support 33%



As at **Q3 2019-20** the financial forecast for Anti-dumping and Countervailing predicts a **surplus of \$1.9M in Vote 1** for the program.

- \$2.1M Base:
 - \$2.1M Commercial and Trade Branch: surplus attributable to efforts to build/augment SIMA staff capacity throughout FY 2019-20. In FY 2020-21, consumption of SIMA funding will be greater as annualized effect of current FY staffing efforts takes hold.

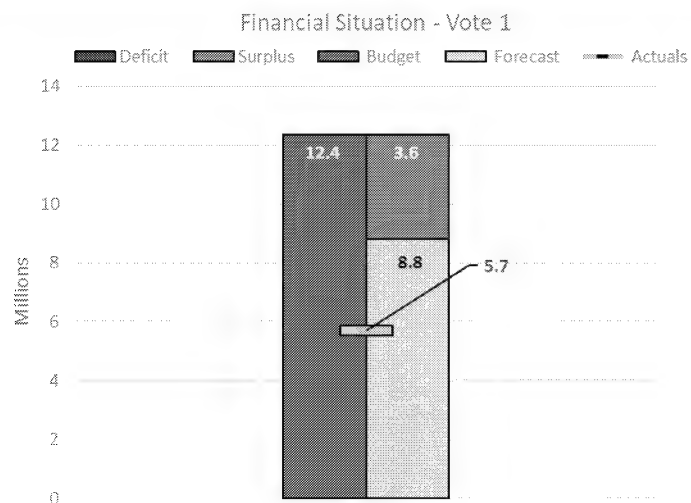
Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
To be confirmed												

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4.



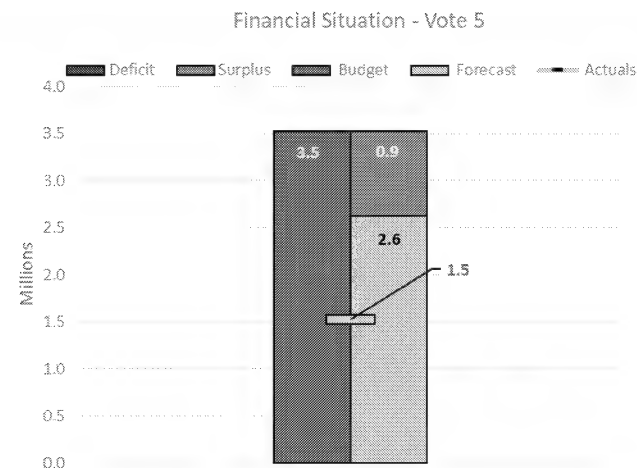
Trusted Trader (10800) – Financial Situation

Program Delivery 68%
Program Support 32%



As at **Q3 2019-20** the financial forecast for Trusted Trader predicts a **surplus of \$3.6M in Vote 1** for the program.

- \$1.5M Base
 - \$0.9M GTA Region: surplus largely due to delays in FB-04 staffing processes
- \$2.1M Trusted Trader – FAST (Unallocated Project): surplus attributable to FY 2018-19 unspent funds automatically carried forward to 2019-20



As at **Q3 2019-20** the financial forecast for Trusted Trader predicts a **surplus of \$0.9M in Vote 5** for the program.

- \$0.4M Trusted Trader – FAST
- \$0.4M Trusted Trader Corridor Concept: surplus attributable to delays in completion of the development phase. Carry-forward requested and approved in principle

Metric	2018-19					2019-20						
	Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Total number of CSA transactions (all modes)	926,283	244,302	224,749	226,805	230,427	25,739	682,962	239,630	225,135	218,197	-	0.98
Number of new applications (PIP and CSA)	166	37	40	47	42	125	158	40	62	56	-	1.27
Number of revalidation	396	150	86	102	58	323	167	59	43	65	-	0.49

Key Metric Volumes finalized per HQ Program Data Leads. Refinement to continue into Q4

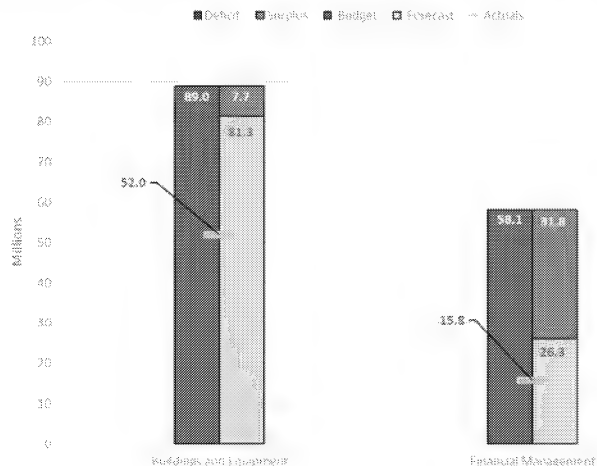


Finance & Corporate Management Portfolio

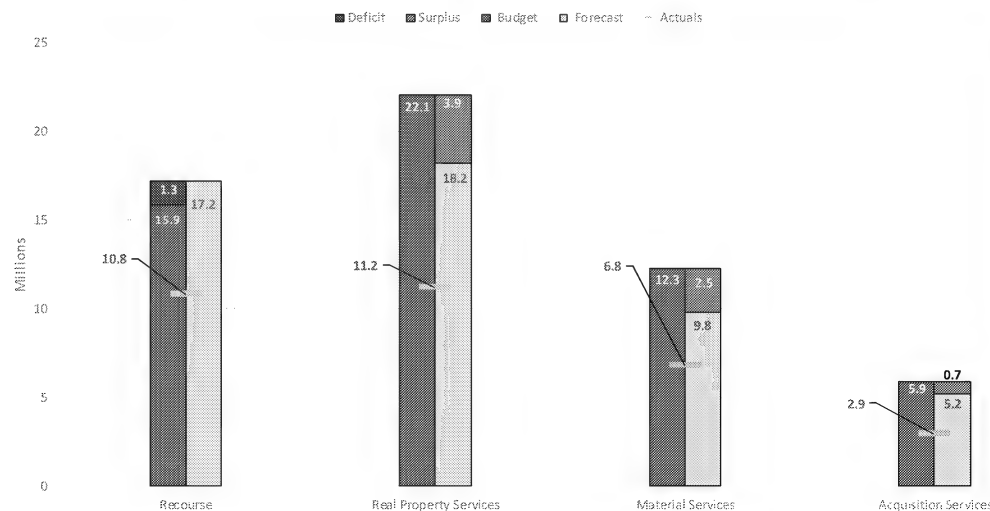


Finance and Corporate Management Portfolio – Vote 1

Financial Situation Vote 1



Financial Situation Vote 1



Financial situation includes anticipated budget adjustments. See p.52 for details.

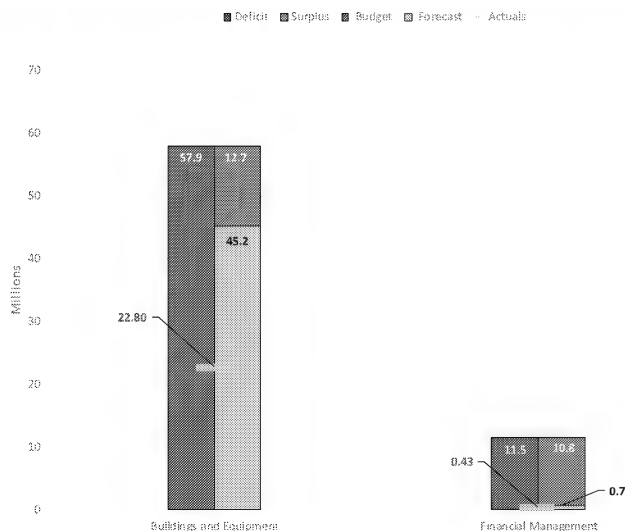
As at **Q3 2019-20** the financial forecast for the Finance and Corporate Management Portfolio predicts a **surplus of \$45.M in Vote 1** for the programs.

- \$7.7M Building and Equipment (11100) surplus primarily related to:
 - \$7.6M Gordie Howe
 - \$3.4M Irregular Migration
 - \$1.3M Opioids
 - -\$2.9M Base (Deficit):
 - -\$3.0M Finance & Corporate Management Branch
 - -\$1.5M Land Border Crossing (Deficit)
- \$31.8M Financial Management (30500):
 - \$27.2M Reserve: primarily clearing account purposes; ongoing PI realignment under review
 - \$4.7M FCMB
- -\$1.3M Recourse (10900) (Deficit):
 - -\$1.3M Base (Deficit):
 - -\$0.9M Finance & Corporate Management Branch
- \$3.9M Real Property Services (30800):
 - \$2.1M Irregular Migration
 - \$1.6M Base:
 - \$1.0M Finance & Corporate Management Branch
- \$2.5M Material Services (30900):
 - \$1.8M Disposal of MV SunSea: surplus attributed to the cost coming below the original contract cost
- \$0.7M Acquisition Services (31000):
 - \$0.8M Base:
 - \$0.9M Finance & Corporate Management Branch

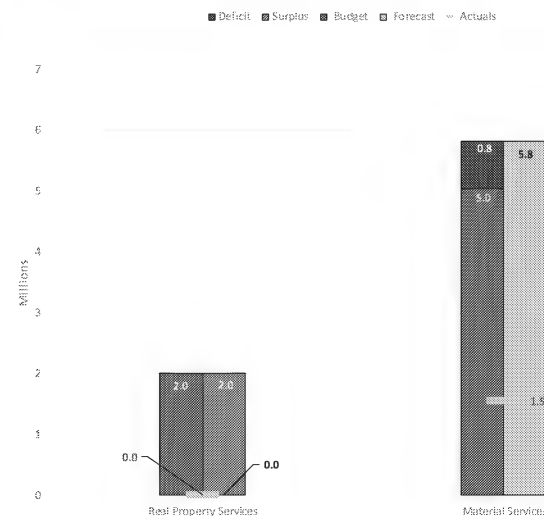


Finance and Corporate Management Portfolio – Vote 5

Financial Situation - Vote 5



Financial Situation - Vote 5



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for the Finance and Corporate Management Portfolio predicts a **surplus of \$24.7M in Vote 5** for the programs.

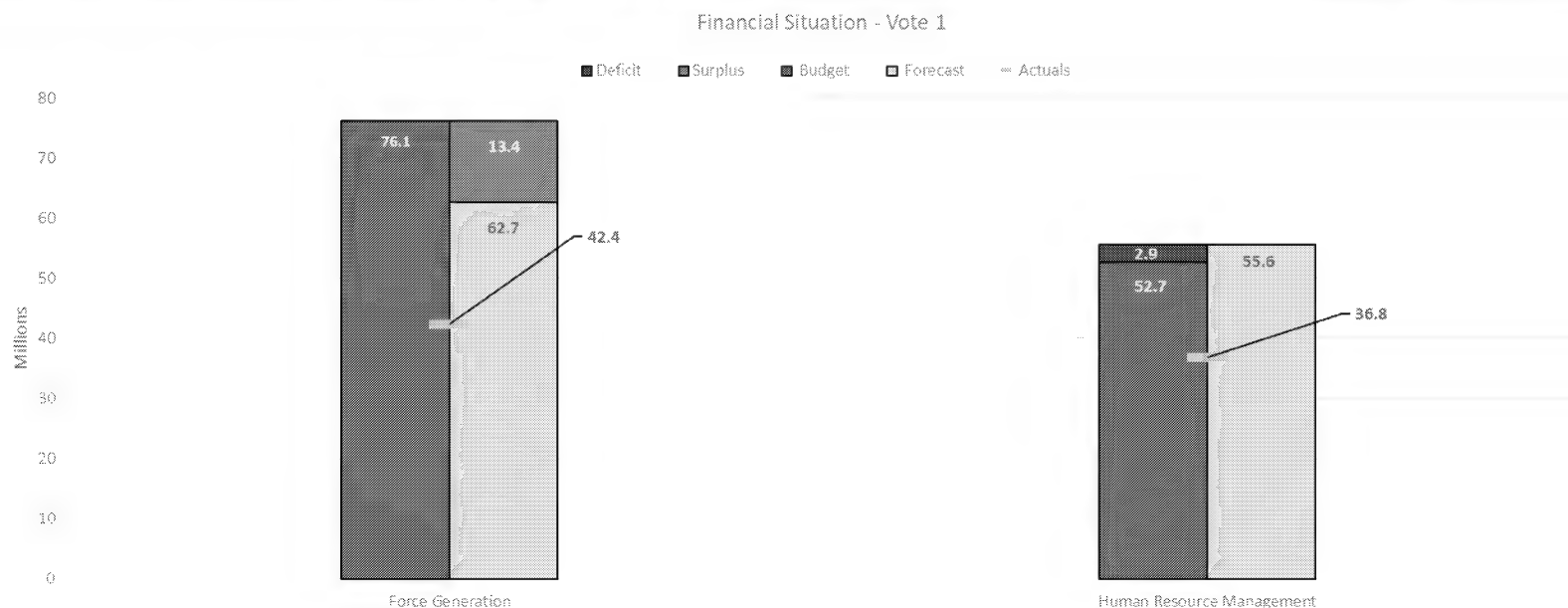
- \$12.7M Building and Equipment (11100):
 - \$5.0M North Portal
 - \$4.0M Lacolle
 - \$3.8M Opioids
 - \$2.5M Strengthening the National Immigration Detention Centre
 - \$1.2M Asylum
- \$10.8M Financial Management (30500):
 - \$10.3M Base:
 - \$10.3M Reserve: primarily clearing account purposes; ongoing PI realignment under review
 - \$6.8M Entry-Exit on-going project authorities
 - \$1.4M ICSI-MCEF on-going project authorities
- \$2.0M Real Property Services (30800):
 - \$2M POE Infrastructure Controlled Fund
- -\$0.8M Material Services (30900) (Deficit):
 - -\$0.8M Fleet Controlled Fund (Deficit)



Human Resources Portfolio



Human Resources Portfolio – Vote 1



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for the Human Resources Portfolio predicts a **surplus of \$10.5M in Vote 1** for the programs.

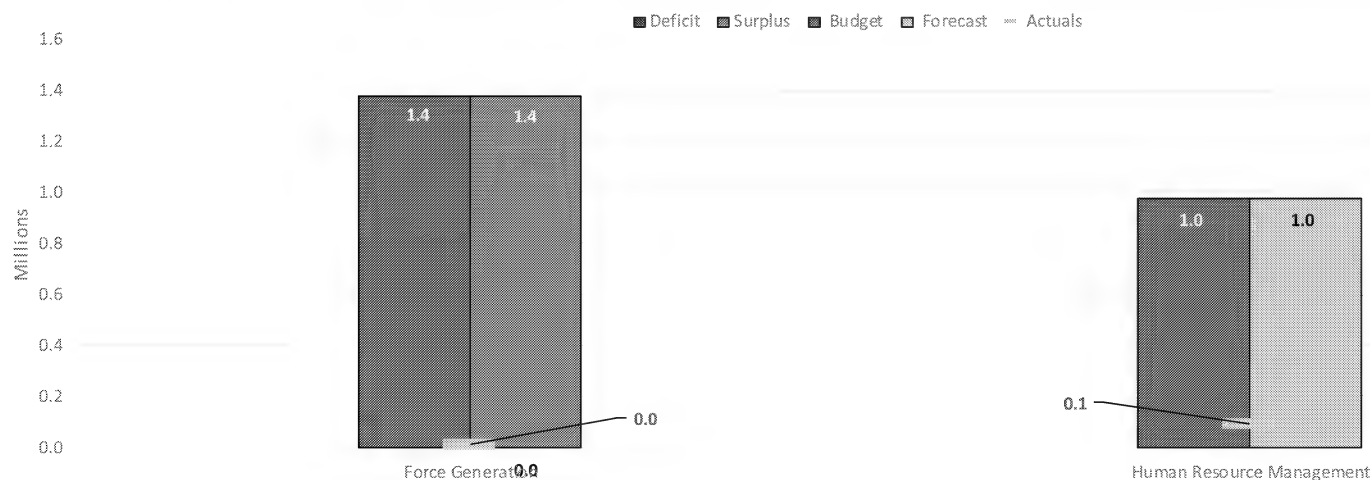
- \$13.4M Force Generation (11000):
 - \$11.1M Irregular migration (Agency reserve)
- -\$2.9M Human Resource Management (30400) (Deficit):
 - \$0.5M Irregular Migration
- -\$3.7M Base (Deficit):
 - -\$5.9M Human Resources Branch
 - \$1.3M Reserve

Metric	2018-19	2019-20
	Year End	Projected
Number of Recruits Graduated	333	380



Human Resources Portfolio – Vote 5

Financial Situation - Vote 5



As at **Q3 2019-20** the financial forecast for the Human Resources Portfolio predicts a **surplus of \$1.4M in Vote 5** for the programs.

- \$1.4M Force Generation (11000):
 - \$1.1M Training Simulators: Carry-forward requested and approved in principle
 - \$0.2M College Training Management System: Carry-forward requested and approved in principle

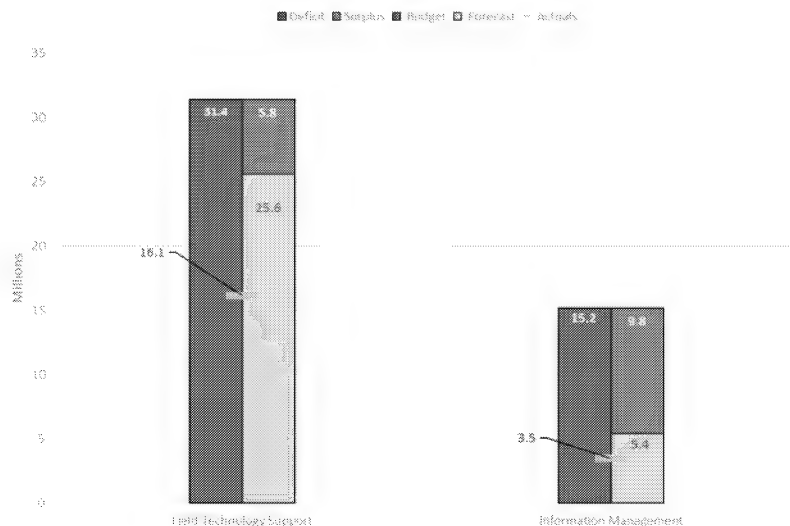


Information Science & Technology Portfolio

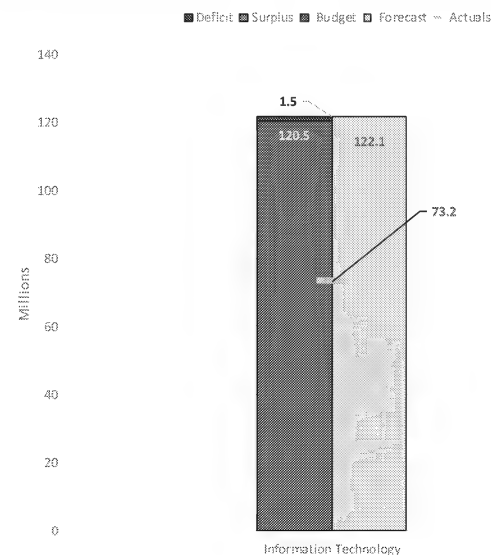


Information Science and Technology Portfolio– Vote 1

Financial Situation - Vote 1



Financial Situation - Vote 1



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for the Information Science and Technology Portfolio predicts a **surplus of \$14.0M in Vote 1** for the programs.

\$5.8M Field Technology Support (11200):

- \$1.4M Opioids
- \$1.4M Detection Technology & Lab CF
- \$0.9M Guns and Gangs
- \$0.9M Radio Controlled Fund

\$9.8M Information Management (30600):

- \$9.8M Data analytics: The budget is correctly linked to the PI however the expenditures are incorrectly within 30100

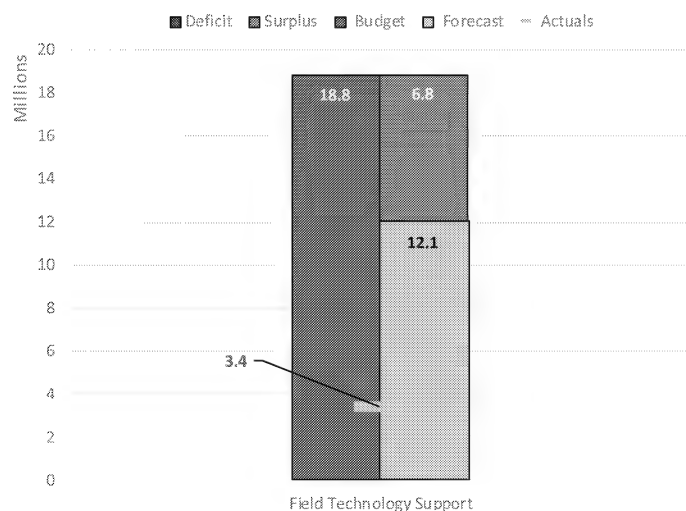
-\$1.5M Information Technology (30700) (Deficit):

- \$0.7M Service Oriented Architecture
- -\$1.2M Base (Deficit):
 - -\$4.9M Information, Science & Technology Branch
 - \$3.4M Reserve
- -\$0.5M POEMS (Deficit)

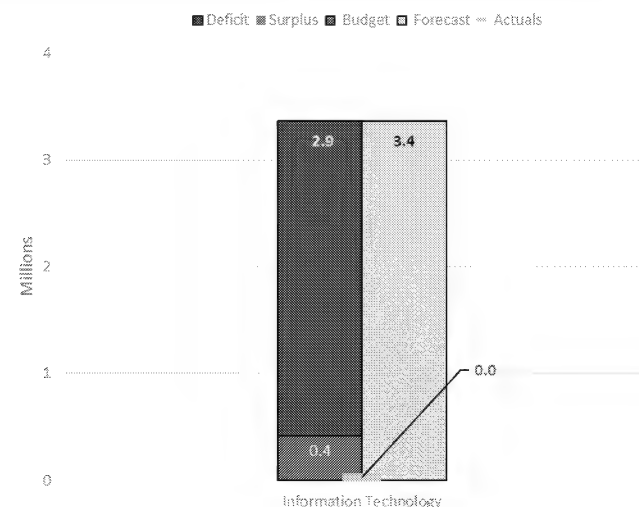


Information Science and Technology – Vote 5

Financial Situation - Vote 5



Financial Situation - Vote 5



As at **Q3 2019-20** the financial forecast for the Information Science and Technology Portfolio predicts a **surplus of \$3.8M in Vote 5** for the programs.

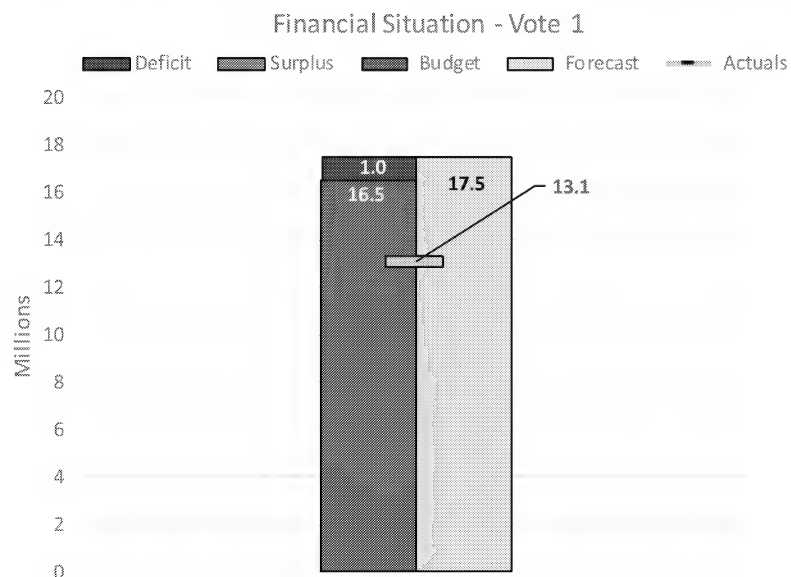
- \$6.8M Field Technology Support (11200):
 - \$4.2M Guns & Gangs
 - \$3.9M Detection Technology
 - -\$1.4M Opioids (Deficit)
- -\$2.9M Information Technology (30700) (Deficit)
 - -\$1.4M Base (Deficit):
 - -\$1.4M Information, Science & Technology Branch
 - -\$0.8M Passenger Protect Program (Deficit)
 - -\$0.7M Entry-Exit (Deficit)



Legal Services Portfolio



Legal Services (30300)



Financial situation includes anticipated budget adjustments. See p.52 for details.

As at **Q3 2019-20** the financial forecast for Legal Services predicts a **deficit of \$1.0M in Vote 1** for the program.

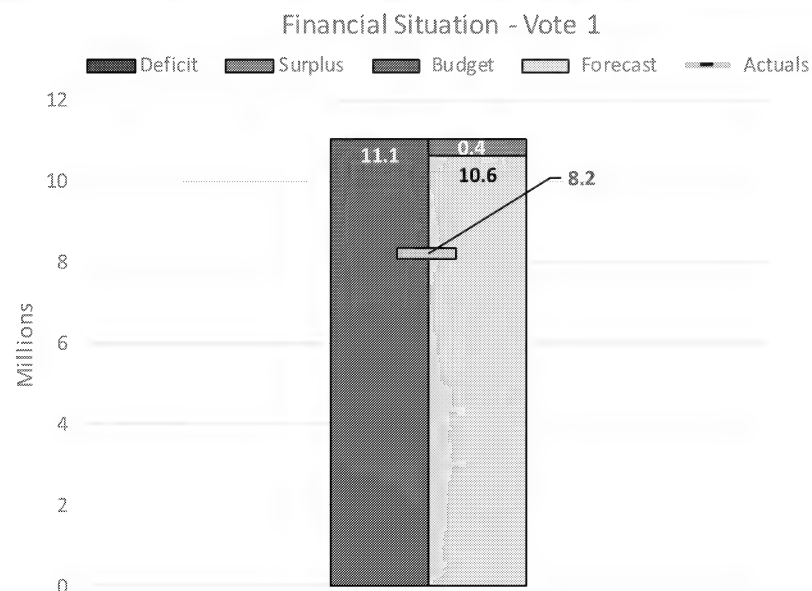
- The Department of Justice forecast for legal services has increased since the finalization of Q3. The Legal Service Unit is requesting \$2.1M to offset the revised projected deficit within Legal Cost Recovery Account



Strategic Policy Portfolio



Communications Services (30200)



Financial situation includes anticipated budget adjustments. See p.52 for details.

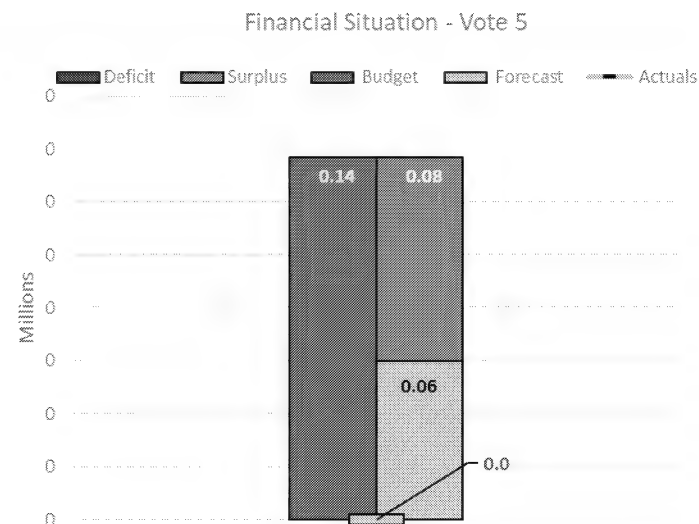
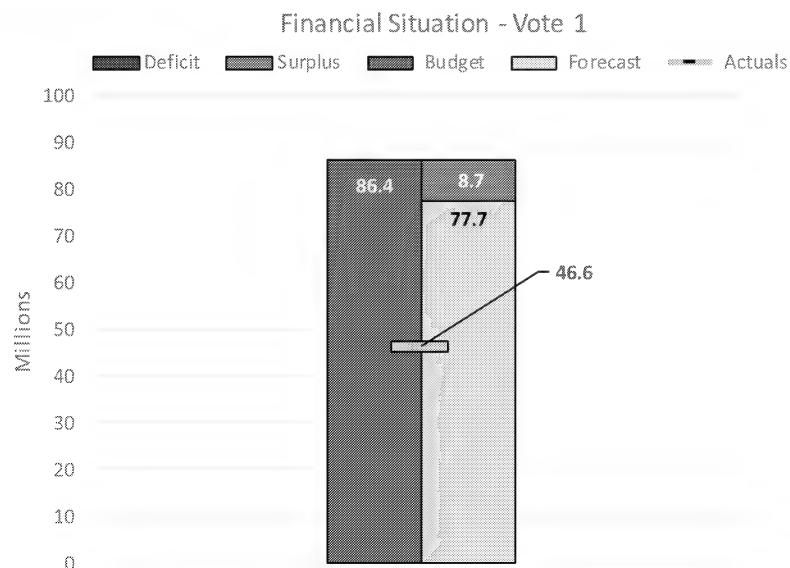
As at **Q3 2019-20** the financial forecast for Communications Services predicts a **surplus of \$0.4M in Vote 1** for the program.



Management & Oversight Portfolio



Management and Oversight (30100)



Financial situation includes anticipated budget adjustments. See p.52 for details.

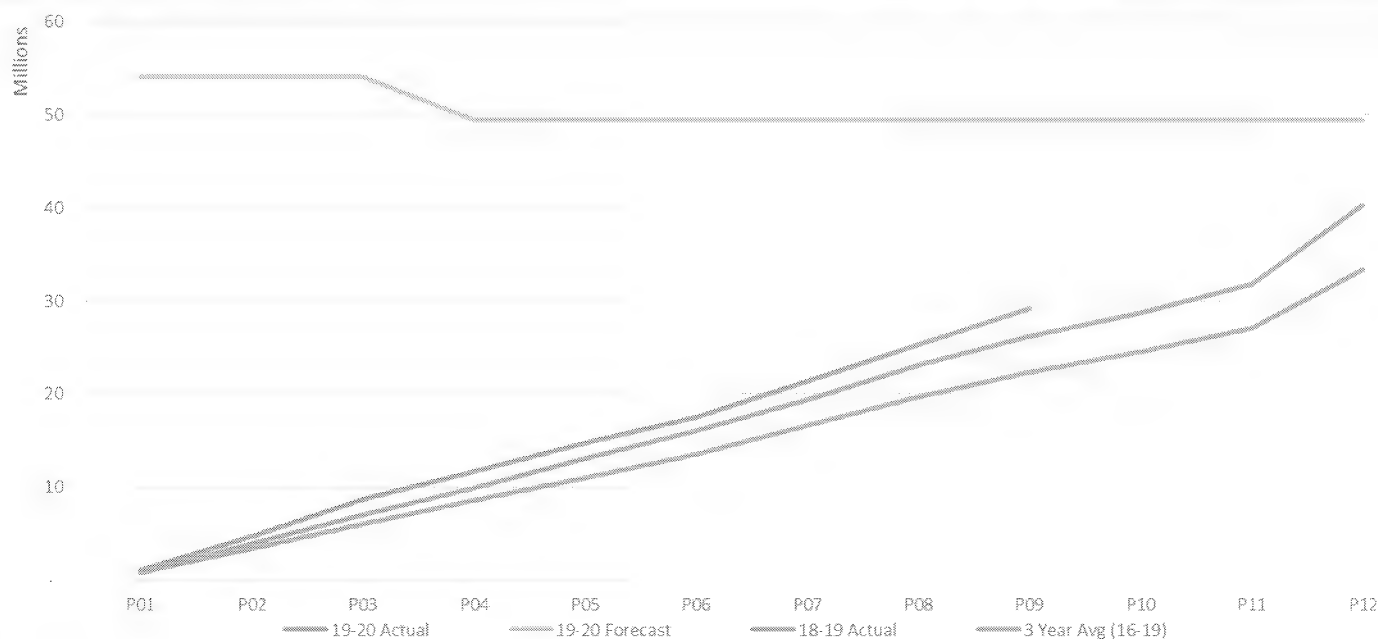
As at **Q3 2019-20** the financial forecast for Management and Oversight predicts a **surplus of \$8.7M in Vote 1** for the program.

- \$9.7M Base:
 - \$6.5M Reserve
 - \$3.3M Intelligence & Enforcement Branch
- \$5.9M Irregular Migration
- -\$6.9M Data Analytics (Deficit): WBS incorrectly setup to link actual expenditures to PI 30100

As at **Q3 2019-20** the financial forecast for Management and Oversight predicts a **surplus of \$0.08M in Vote 5** for the program.



Travel



Travel contains both Vote 1 and 5 forecasted expenditures

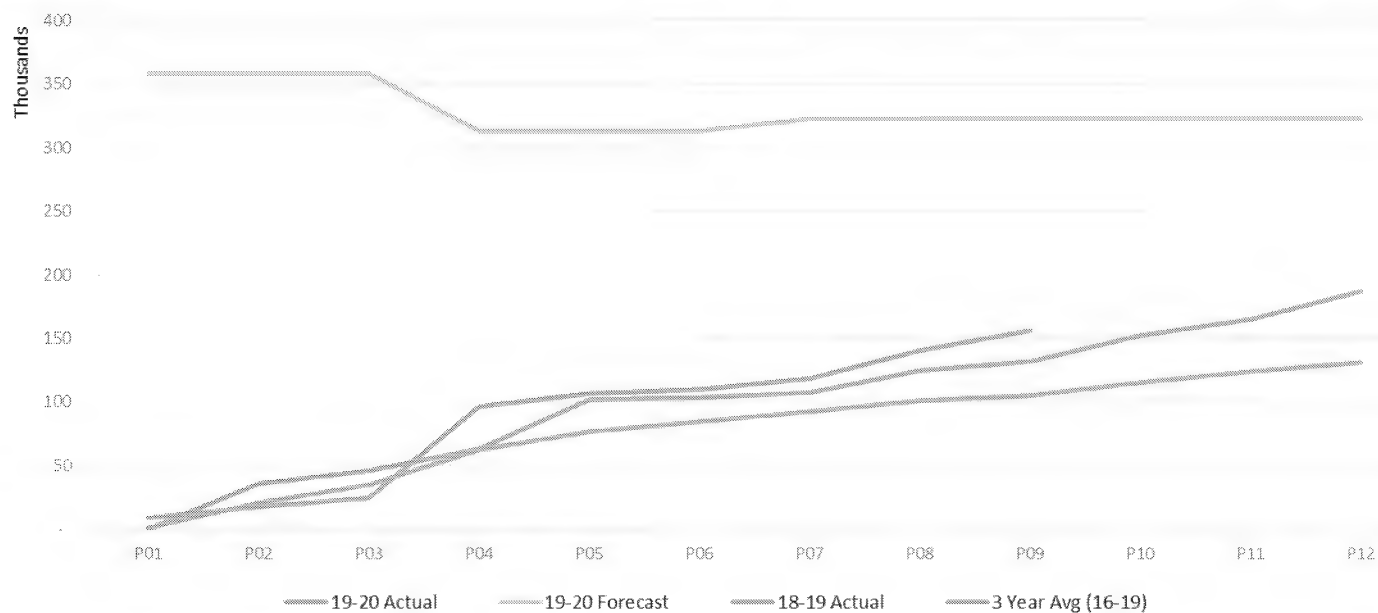
In Millions

Actual					2019-20 % Spent	Variance 2019-20 Forecast 2018-19 Actual	2016-19 3 Year Avg	Variance 2019-20 Forecast 3 Year Avg
2016-17	2017-18	2018-19	2019-20 YTD	2019-20 Q3 Forecast				
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) =(A+B+C)/3	(E-F)
27.1	32.8	40.3	29.1	49.5	59%	9.2	33.4	16.1

- Forecasted travel has remained consistent at \$49.4M at Q2 to \$49.5M at Q3 (\$0.1M increase)
- Total forecast of \$49.5M represents a 23% increase when compared to 2018-19 expenditures
- Actual expenditures represent 59% of forecast. Continue monitoring expenditures in Q4



Hospitality



In Thousands

Actual				2019-20 Q3 Forecast	2019-20 % Spent	Variance 2019-20 Forecast 2018-19 Actual	2016-19 3 Year Avg	Variance 2019-20 Forecast 3 Year Avg
2016-17	2017-18	2018-19	2019-20 YTD					
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) = (A+B+C)/3	(E-F)
107.7	99.0	187.0	156.2	322.7	48%	135.6	131.2	191.4

- Forecasted hospitality has increased from \$313k at Q2 to \$323k at Q3 (\$10k increase)
- Total forecast of \$323k represents a 73% increase when compared to 2018-19 expenditures
- Actual expenditures represent 48% of forecast. Continue monitoring in Q4.



Non-Salary Expenditures by Standard Object – Vote 1 & 5

In Millions

Non-Salary Expenditure							
Vote 1	2018-19 YTD Q3 Expenditures	2018-19 YE	2018-19 Expenditures (Q4 to YE)	Burn Rate at Q3	2019-20 YTD Q3 Expenditures	P9 Projected Weighted Average at Year End	2019-20 Projected YE expenditure based on Trend Projection
	A	B	C=B-A	D=(A / B)	E	F	G = (\$469.9M * F)
Transportation and communication	32.1	52.0	19.9	62%	36.2	11.6%	54.7
Information	1.2	1.6	0.4	75%	1.3	0.5%	2.3
Professional and Special Services (IT)	94.5	106.5	12.1	89%	64.5	23.4%	109.9
Professional and Special Services (Non-IT)	46.6	156.7	110.1	30%	113.9	37.4%	175.6
Rentals	8.6	12.7	4.1	68%	7.4	2.5%	11.6
Repair and Maintenance	12.4	27.7	15.3	45%	19.4	8.8%	41.4
Utilities, Materials and Supplies	7.6	13.1	5.5	58%	8.3	3.0%	14.0
Acquisition of Land, Buildings and Works			0.0		2.5	0.5%	2.5
Acquisition of Machinery and Equipment	8.0	27.6	19.6	29%	15.5	11.3%	53.1
Other Subsidies and Payments	2.2	4.2	2.0	53%	2.7	1.0%	4.7
Vote 1 Total	213.1	402.1	189.0	53%	271.7	100%	469.9

Non-Salary Expenditure							
Vote 5	2018-19 YTD Q3 Expenditures	2018-19 YE	2018-19 Expenditures (Q4 to YE)	Burn Rate at Q3	2019-20 YTD Q3 Expenditures	P9 Projected Weighted Average at Year End	2019-20 Projected YE expenditure based on Trend Projection
	A	B	C=B-A	D=(A / B)	E	F	G = (\$124.7M * F)
Transportation and communication	0.2	0.4	0.2	46%	0.2	0.3%	0.3
Information	0.0	0.0		100%	0.0	0.0%	0.0
Professional and Special Services (IT)	23.6	40.5	16.9	58%	31.4	44.3%	55.3
Professional and Special Services (Non-IT)	1.1	4.5	3.4	25%	1.1	1.8%	2.2
Rentals	0.0	0.1	0.0	65%	0.0	0.1%	0.1
Repair and Maintenance	1.3	2.1	0.8	62%	0.2	0.5%	0.6
Utilities, Materials and Supplies	0.0	0.0	0.0	35%	-0.4	-0.3%	-0.4
Acquisition of Land, Buildings and Works	26.5	50.0	23.5	53%	22.3	38.0%	47.4
Acquisition of Machinery and Equipment	6.2	22.5	16.2	28%	7.5	15.4%	19.2
Other Subsidies and Payments		0.2	0.2	0%	-0.2	0.0%	0.1
Vote 5 Total	59.0	120.3	61.3	49%	62.1	100%	124.7



Anticipated Budget Adjustments

In Millions

Vote	Breakdown	Adjustment Name	10100	10200	10300	10400	10500	11100	11200	20100	20200	20300	20400	30100	30200	30300	30400	30500	30700	30800	Grand Total	
Vote 1	Reserve	Immigration Levels 2019-2021 (incremental 40,000 resident admissions)	0.4		0.0	0.1				0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.5	
		Passenger Protect Program (PPP) (Supps A)																	-0.5			-0.5
		Strong Sanctions Regime (Supps B)		0.1				0.0			0.0	0.0	0.2	0.0	0.0	0.0		0.0	0.0	0.0		0.4
		Laboratories Canada Initiatives (T) (Supps B)							0.2													0.2
		Air Carrier Support Centre (T) (Supps B)																	2.1			2.1
		Import Requirements of the Firearms Act (T) (Supps B)					1.7															1.7
		Departmental Staff at Missions Abroad (T) (Supps B)		-0.8																		-0.8
	Reserve Total		0.4	-0.7	0.0	0.1	1.7	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	1.6	0.0	0.0	3.6
Vote 1 Total		0.4	-0.7	0.0	0.1	1.7	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	1.6	0.0	0.0	3.6	
Vote 5	Reserve	Passenger Protect Program (PPP) (Supps A)																	-0.3			-0.3
		PI Change for CARM					34.8												-34.8			0.0
	Reserve Total						34.8												-35.1			-0.3
Vote 5 Total						34.8													-35.1			-0.3
Grand Total			0.4	-0.7	0.0	0.1	36.5	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	-33.5	0.0	0.0	3.3



Carry-forward Requests

Carry-forward Requests (In Millions)	Revised Q2 Approved Carry-forward in Principle						Q3 Carry-forward Request / Incremental Request						Total Carry-forward Request as At Q3					
	Vote 1			Vote 5			Vote 1			Vote 5			Vote 1			Vote 5		
	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Approved in Principle at Q2																		
Defensive Equipment Controlled Fund (HRB)		0.2	0.2											0.2	0.2			
African Swine Fever (HRB)		0.3	0.3					0.1	0.1					0.4	0.4			
College Training Management System (HRB)				0.2		0.2										0.2		0.2
Defensive Tactics Training Simulators (HRB)					1.1	1.1											1.1	1.1
Trusted Trader Corridor Concept (CBT)				0.0	0.3	0.3										0.0	0.3	0.3
Cannabis Legalization - sourced from Cannabis contingency (SPB)	1.1	0.1	1.1										1.1	0.1	1.1			
Cannabis Excise Tax - sourced from Cannabis contingency (SPB)	0.5	0.1	0.6										0.5	0.1	0.6			
Planning Budgeting and Forecasting Project (FCMB)					0.4	0.4					0.1	0.1					0.5	0.5
Guns and Gangs All Weather Facility (FCMB)*					1.9	1.9											1.9	1.9
Subtotal	1.5	0.7	2.2	0.3	3.7	4.0		0.1	0.1		0.1	0.1	1.5	0.7	2.3	0.3	3.8	4.1
Q3 Requested at Q3																		
Dynamic Risking (Travellers)							0.6	0.6	1.2		0.0	0.0	0.6	0.6	1.2		0.0	0.0
NGHH (Travellers)							0.2	0.5	0.7	0.3		0.3	0.2	0.5	0.7	0.3		0.3
Nexus Modernization (Travellers)								0.0	0.0	0.3	0.5	0.8		0.0	0.0	0.3	0.5	0.8
Port Cullis - Fleet Controlled Fund (FCMB)											0.7	0.7					0.7	0.7
Guns & Gangs (CTB)																		
Opioids (HRB)							0.02	0.1	0.2				0.0	0.1	0.2			
Irregular Migration (IEB)							10.3	21.2	31.6		1.1	1.1						
Secure Corridor Concept (CTB)										0.1	0.4	0.4				0.1	0.4	0.4
Mobile Large Scale Imaging System - Detection Technology Controlled Fund (ISTB)											2.1	2.1						
Subtotal							11.1	22.5	33.6	0.6	4.8	5.4	0.8	1.3	2.0	0.6	1.6	2.2
Carry-forward Requests Seeking Approval in Principle Total	1.5	0.7	2.2	0.3	3.7	4.0	11.1	22.6	33.7	0.6	4.9	5.5	2.3	2.0	4.3	0.9	5.4	6.3

- Carry-forward requests are approved or seeking approval in principle only
- Final approval of carry-forward requests pending confirmation at year-end – final dollars, final justification, etc



Financial Situation Summary

In Millions

Vote	Category	Current Budget	Anticipated Budget	Adjusted Budget	Actuals	Commitments	Current Free Balance	Forecast	Adjusted Net Position	Actuals as % of Adjusted Budget	Previous Year Actuals
		A	B	C = A+B	D	E	F = A-D-E	G	H = C-G	I = D/C	J
Vote 1	Base	1,589.4	0.0	1,589.4	1,098.9	221.8	268.6	1,562.1	27.3	69.1%	1,649.3
	Controlled Funds	121.8	0.0	121.8	73.4	44.2	4.3	119.1	2.7	60.2%	108.9
	Corporate Account	10.5	0.0	10.5	3.7	5.5	1.3	10.7	-0.2	35.4%	8.4
	Projects	130.1	0.0	130.1	39.4	12.9	77.9	74.5	55.7	30.3%	41.2
	Reserve	78.2	3.6	81.8	0.1	0.0	78.1	0.0	81.8	0.1%	3.5
Vote 1 Total		1,930.1	3.6	1,933.7	1,215.5	284.4	430.2	1,766.4	167.3	62.9%	1,811.2
Vote 5	Base	17.0	0.0	17.0	1.4	2.2	13.3	7.8	9.2	8.3%	3.5
	Controlled Funds	35.1	0.0	35.1	10.9	22.1	2.1	33.9	1.2	31.1%	27.7
	Projects	164.3	0.0	164.3	59.7	38.1	66.5	110.7	53.7	36.3%	103.2
	Reserve	10.9	-0.3	10.6	-0.0	0.0	10.9	0.0	10.6	-0.1%	0.0
Vote 5 Total		227.3	-0.3	227.0	72.0	62.4	92.9	152.4	74.6	31.7%	134.4
Grand Total		2,157.4	3.3	2,160.7	1,287.5	346.8	523.1	1,918.8	241.9	59.6%	1,945.6



In Millions

Controlled Funds

Vote	Controlled Fund	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Actuals as % of Budget	Previous Year Actuals
Vote 1	CRA Regional Serv.MOU Controlled Fund	26.3	20.8	4.6	1.0	26.3	0.0	79.0%	26.2
	Defensive Equipment CF	3.2	1.7	0.5	1.0	3.0	0.2	54.3%	
	Detection Technology & Lab CF	7.3	3.4	2.7	1.2	6.0	1.4	46.2%	5.2
	Fleet Controlled Fund	1.4	0.5	0.5	0.3	1.4	0.0	37.9%	0.6
	IT Asset Lifecycle Controlled Fund	8.4	6.2	2.0	0.2	8.4	0.0	73.6%	1.8
	POE Infrastructure Controlled Fund	45.2	28.9	16.7	-0.4	45.0	0.3	63.8%	39.8
	Radio Controlled Fund	6.6	2.3	3.5	0.8	5.7	0.9	35.5%	5.3
	Shared Infrastructure Platform (SIP)	23.4	9.5	13.7	0.1	23.4	0.0	40.9%	30.1
Vote 1 Total		121.8	73.4	44.2	4.3	119.1	2.7	60.2%	108.9
Vote 5	CRA Regional Serv.MOU Controlled Fund				0.0		0.0	0.0%	
	Detection Technology & Lab CF	12.8	3.0	7.0	2.8	8.9	3.9	23.4%	3.7
	Fleet Controlled Fund	5.0	1.6	4.4	-0.9	5.8	-0.8	31.0%	7.8
	IT Asset Lifecycle Controlled Fund		0.0	0.2	-0.2		0.0	0.0%	3.7
	POE Infrastructure Controlled Fund	16.8	5.9	10.4	0.4	18.8	-2.0	35.5%	12.5
	Radio Controlled Fund	0.5	0.4	0.1	0.0	0.5	0.0	78.2%	
Vote 5 Total		35.1	10.9	22.1	2.1	33.9	1.2	31.1%	27.7
Grand Total		156.9	84.3	66.3	6.4	153.0	3.9	53.7%	136.5

- **\$5.3M Detection Tech:** Plans to return Vote 1 surplus of \$1.4M and Vote 5 surplus of \$3.9M
 - Vote 1 surplus of \$1.4M and Vote 5 surplus of \$3.9M is a result of procurement delays, capacity limitations and cost savings of \$0.9M in procurement of M-LSI's
- **\$0.9M Radio:** Using the surplus to cover incremental costs of Accelerated Radio Deployment and convert portion of O&M to salary
 - Vote 1 surplus of \$0.9M is due to lack of capacity to implement systems and transition to third party systems
- **-\$1.7M POE Infrastructure:**
 - Vote 5 deficit of \$2.0M has been identified for Lacolle due to the remediation of the water treatment system; however, NRPA is expecting potential lapses in their A-Base program work. These lapses are likely to be sufficient to offset the current shortfall



Projects Financial Situation – Vote 1

In Millions

						Development / Maintenance			
TB / Internally Funded	Project Name for FSR	OPI Branch	Budget	Forecast	Net Position	Net Position		Unallocated projects	
						Development	Maintenance	Development	Maintenance
TB Funded	Biometrics Expansion	Information, Science & Technology Branch	19.6	6.2	13.4	12.5	0.9	12.0	4.1
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	0.1	0.1	0.0	-	-	-	-
	CARM	CARM Branch	15.3	7.8	7.4	7.4	-	7.3	-
	Data Analytics	Strategic Policy Branch	9.8	6.9	2.9	2.9	-	4.8	-
	Entry-Exit	Travellers Branch	11.5	5.9	5.6	5.2	0.4	4.6	3.7
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	8.3	0.8	7.5	7.5	-	6.9	-
	ICSI - Marine Container Examination	Commercial and Trade Branch	7.3	4.0	3.3	1.0	2.3	1.0	6.3
	Interactive Advance Passenger Information	Travellers Branch	4.5	3.3	1.1	-	1.1	-	0.7
	Passenger Protect Program	Travellers Branch	4.8	2.8	2.0	2.0	-	1.9	-
	POEMS (Port of Entry Management System)	Commercial and Trade Branch	0.7	0.7	-0.0	-0.0	-	0.0	-
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	1.3	1.2	0.1	-	0.1	-	0.0
	RFID Initiative	Travellers Branch	0.2	0.2	-0.0	-	-0.0	-	0.0
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	6.8	3.3	3.5	0.9	2.6	0.7	3.1
	Traveller Processing Modernization	Travellers Branch	1.6	1.5	0.1	0.1	-	0.0	-
	Trusted Trader - FAST	Commercial and Trade Branch	3.2	1.2	2.0	2.0	0.0	2.0	1.2
TB Funded Total			94.9	45.9	49.0	41.5	7.5	41.1	19.0
Internally Funded	Alternatives to Detention	Intelligence & Enforcement Branch	7.4	7.4	0.0	-	0.0	-	0.6
	Canadian Automated Export Declaration	Commercial and Trade Branch	1.0	0.6	0.4	0.4	0.0	-	-
	Dynamic Risking	Travellers Branch	2.4	1.2	1.2	1.2	-	0.9	-
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	0.8	0.3	0.5	0.5	-	0.4	-
	ERASS 2	Information, Science & Technology Branch	0.3	0.3	0.0	0.0	-	-	-
	Land Border Crossing	Finance & Corporate Management Branch	7.1	8.6	-1.5	-1.5	-	-	-
	Master Data Management	Information, Science & Technology Branch	5.3	4.6	0.8	-	0.8	-	-
	Next Handheld Device	Travellers Branch	2.2	1.5	0.7	0.7	-	0.1	-
	Nexus Modernization	Travellers Branch	0.1	0.0	0.0	0.0	-	-	-
	Pay Modernization	Human Resources Branch	0.8	0.9	-0.0	-	-0.0	-	0.8
	Primary Inspection Kiosk 1.0	Travellers Branch	1.7	0.9	0.8	-	0.8	-	1.7
	Service Oriented Architecture	Information, Science & Technology Branch	2.8	2.2	0.7	0.7	-	-	-
	Trusted Trader Corridor Concept	Commercial and Trade Branch	0.0	0.0	0.0	0.0	-	0.0	-
	Chain of Trust - Advance Traveller Information	Travellers Branch	3.2	0.1	3.1	3.1	-	3.2	-
Internally Funded Total			35.2	28.6	6.7	5.1	1.6	4.7	3.2
Grand Total			130.1	74.5	55.7	46.6	9.0	45.8	22.2



Projects Financial Situation – Vote 5

In Millions

						Development / Maintenance			
TB / Internally Funded	Project Name for FSR	OPI Branch	Budget	Forecast	Net Position	Net Position		Unallocated projects	
						Development	Maintenance	Development	Maintenance
TB Funded	Biometrics Expansion	Information, Science & Technology Branch	3.4	1.5	1.9	1.9	-	1.8	-
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	4.0		4.0	4.0	-	0.1	-
	BTB - North Portal	Finance & Corporate Management Branch	11.0	6.0	5.0	5.0	-	-	-
	CARM	CARM Branch	58.8	53.8	5.0	5.0	-	4.6	-
	Data Analytics	Strategic Policy Branch		0.0	-0.0	-0.0	-	-	-
	Entry-Exit	Travellers Branch	11.2	8.8	2.4	2.4	-	0.5	-
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	0.1		0.1	0.1	-	0.1	-
	ICSI - Marine Container Examination	Commercial and Trade Branch	10.5	0.1	10.4	10.4	-	2.5	-
	Integrated Staffing Solution (ISS)	Human Resources Branch	1.0	1.0	0.0	-	-	-	-
	Interactive Advance Passenger Information	Travellers Branch	0.2	0.1	0.1	0.1	-	0.1	-
	Passenger Protect Program	Travellers Branch	11.5	4.6	6.9	6.9	-	6.2	-
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	10.9	1.5	9.4	9.4	-	5.5	-
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	21.9	19.4	2.5	2.5	-	4.6	-
	Trusted Trader - FAST	Commercial and Trade Branch	1.4	0.9	0.5	-	-	-	-
TB Funded Total			145.9	97.7	48.2	47.7	-	25.9	-
Internally Funded	Business Warehouse (BW)	Finance & Corporate Management Branch	1.2	0.7	0.5	0.5	-	-	-
	Canadian Automated Export Declaration	Commercial and Trade Branch	3.4	3.3	0.1	0.1	-	1.4	-
	Dynamic Risking	Travellers Branch	0.2	0.2	0.0	0.0	-	-	-
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	3.1	2.4	0.7	0.7	-	0.4	-
	ERASS 2	Information, Science & Technology Branch	0.4	0.1	0.3	0.3	-	-	-
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch	4.2	2.6	1.6	1.6	-	1.5	-
	Next Handheld Device	Travellers Branch	0.9	0.6	0.3	0.3	-	0.2	-
	Nexus Modernization	Travellers Branch	1.8	1.0	0.8	0.8	-	0.5	-
	Primary Inspection Kiosk 1.0	Travellers Branch	0.7	0.5	0.1	0.1	-	-	-
	Trusted Trader Corridor Concept	Commercial and Trade Branch	2.1	1.7	0.4	0.4	-	0.4	-
	Chain of Trust - Advance Traveller Information	Travellers Branch	0.7	0.1	0.6	0.6	-	0.7	-
Internally Funded Total			18.5	13.0	5.5	5.5	-	5.1	-
Grand Total			164.3	110.7	53.7	53.2	-	31.0	-



Overtime by Branch

Branch (\$000)	Overtime					
	4 Year Expenditures				Q3 Forecast	% Change from 2018-19
	2015-16	2016-17	2017-18	2018-19	2019-20	
	A	B	C	D	E	F= (E-D)/D
President's Office				18.3	25.0	37%
Audit & Evaluation				9.3	9.0	-3%
Legal				0.9		-100%
CARM Branch				10.0	3.0	-70%
Finance & Corporate Management Branch				461.5	308.1	-33%
Human Resources Branch				2,176.4	2,234.1	3%
Strategic Policy Branch				861.1	987.5	15%
Information, Science & Technology Branch				4,424.5	4,990.3	13%
Chief Transformation Officer Branch				2.8	48.8	1645%
Travellers Branch				291.2	113.0	-61%
Commercial and Trade Branch				165.6	271.5	64%
Intelligence & Enforcement Branch				3,311.4	2,234.7	-33%
Atlantic Region				9,012.0	7,458.1	-17%
Quebec Region				23,696.1	18,818.7	-21%
Northern Ontario Region				7,911.6	6,643.2	-16%
Greater Toronto Area Region				16,876.5	16,677.7	-1%
Southern Ontario Region				18,120.7	14,408.4	-20%
Prairie Region				12,218.2	10,798.4	-12%
Pacific Region				22,026.2	18,342.2	-17%
Corporate Adjustment				-0.3		-100%
Subtotal	106,750.6	91,843.3	97,187.8	121,593.6	104,371.7	-14%
Less: Compensatory OT taken	-13,145.7	-12,510.9	-12,958.9			
Total Overtime	93,604.9	79,332.4	84,228.9	121,593.6	104,371.7	-14%
Total Salary (Includes Overtime) *	1,146,171.6	1,108,861.2	1,115,996.8	1,423,310.8	1,292,898.5	-9%
Overtime as a % of salary	8%	7%	8%	9%	8%	-5.5%

*Excludes Paylist Expenditures

For FY 2018-19 expenditures have been aligned to reflect current organizational structure using cost center mapping

2018-19 includes estimated retroactive overtime cost in the amount of \$24.9M related to fiscal years 2014-15 to 2017-18



Multi-Year Agency Authorities

(in millions)	2019-20		2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Permanent Funding								
Base	\$1,364.9	\$42.9	\$1,366.3	\$42.3	\$1,289.2	\$51.2	\$1,302.6	\$44.2
Collective Bargaining	\$87.8	\$0	\$87.8	\$0	\$87.8	\$0	\$87.8	\$0
<i>Sub-Total</i>	\$1,452.7	\$42.9	\$1,454.1	\$42.3	\$1,377.0	\$51.2	\$1,390.4	\$44.2
Temporary Funding								
Transfers to and from OGDs	-\$3	\$3	\$6	\$0	\$3	\$0	\$2	\$0
2018-19 Carryforward	\$137.6	\$65.0	\$0	\$0	\$0	\$0	\$0	\$0
Policy	\$307.3	\$15.1	\$322.4	\$24.1	\$158.2	\$3.9	\$65.4	\$3.3
Projects	\$28.7	\$104.1	\$60.5	\$110.6	\$16.4	\$45.8	\$6.7	\$11.7
<i>Sub-Total</i>	\$473.3	\$184.4	\$383.6	\$134.7	\$175.0	\$49.7	\$72.3	\$15.1
Frozen Funding								
Policy	\$2.5	\$0	\$5.5	\$0	\$22.0	\$0	\$21.3	\$0
Projects	\$4.2	\$17.9	\$8	\$8	\$98.6	\$8	\$109.0	\$8
<i>Sub-Total</i>	\$6.7	\$17.9	\$6.3	\$8	\$120.6	\$8	\$130.3	\$8
Total Authorities	\$1,932.7	\$245.2	\$1,843.9	\$177.8	\$1,672.6	\$101.6	\$1,593.0	\$60.0
Total Available Authorities	\$1,926.0	\$227.3	\$1,837.7	\$177.0	\$1,552.0	\$100.9	\$1,462.7	\$59.3
Total Available Authorities Net of VNR	\$1,903.6	\$227.3	\$1,819.2	\$177.0	\$1,533.6	\$100.9	\$1,444.2	\$59.3



Frozen Authorities

(in millions)	2019-20		2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Frozen Pending Conditions Policy								
Settling Syrian refugees	\$2.5	\$0	\$2.3	\$0	\$0	\$0	\$0	\$0
Mexico	\$0	\$0	\$0	\$0	\$19.2	\$0	\$19.2	\$0
Human Trafficking	\$0	\$0	\$1.2	\$0	\$1.2	\$0	\$1.2	\$0
Guns and Gangs	\$0	\$0	\$1.9	\$0	\$1.6	\$0	\$0.9	\$0
<i>Sub-Total</i>	\$2.5	\$0	\$5.5	\$0	\$22.0	\$0	\$21.3	\$0
Projects								
A-Base	\$0	\$7.0	\$0	\$0	\$0	\$0	\$0	\$0
Biometrics Expansion (Kiosk)	\$1.5	\$8.7	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
IAP	\$0	\$0	\$0	\$0	\$4.8	\$0	\$4.8	\$0
eManifest	\$0	\$0	\$0	\$0	\$72.1	\$0	\$72.1	\$0
CARM (Assessment and Revenue Management Project)	\$0	\$0	\$0	\$0	\$20.8	\$0	\$31.2	\$0
Entry/Exit	\$2.7	\$2.2	\$0	\$0	\$0	\$0	\$0	\$0
<i>Sub-Total</i>	\$4.2	\$17.9	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
Total Frozen Authorities - Pending Conditions	\$6.7	\$17.9	\$6.3	\$0.8	\$120.6	\$0.8	\$130.3	\$0.8
Total Frozen Authorities	\$6.7	\$17.9	\$6.3	\$0.8	\$120.6	\$0.8	\$130.3	\$0.8



Financial Tables

(Supporting Details - Not Intended for Discussion)

Apollo Document #:

Financial/PI/Volumetric Data

Apollo Document #:

Collection of Branch/Region FSRs

Apollo Document #:



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Canada Border Services Agency 2019-20 Year-end Financial Situation Report

FIMC
June 18, 2020
Apollo



PROTECTION • SERVICE • INTEGRITY

Canada



Cover Sheet for FIMC

Date of Receipt: June 12, 2020

Decision Required	➤ Financial - Approval of 2019-20 carry-forward allocation in 2020-21	Decision Approved: Yes / No (To be confirmed at committee)																																																				
Managed as Project	Carry-forward approval request includes both project and non-project. Any carry-forward related to projects is for existing projects that will continue to follow their already established project management practices and tracking mechanisms.																																																					
Financial Investment Requested	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																																																					
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Funding profile	Refer to slide 4																																																					
Funding source	2019-20 year-end carry-forward Temporary funding – 1 year only																																																					
Expenditure Types & Functional Support	Various cases, requiring a full range of expenditures, including for both functional programs and enabling support.																																																					
Capability or Result Achieved	2019-20 planned and / or in-process activities for which completion is shifting from 2019-20 to 2020-21.																																																					

Assurance: Carry-forward requests were developed via branches' articulation of the purpose of the carry-forward; confirmation that it is for a one-time activity; that the activity will be completed in 2020-21; the financial coding confirming both the lapse in 2019-20 and to where the allocation is to be placed in 2020-21. Review was undertaken by both client Financial Management Advisors and the Budget and Reporting Division. Resource Management Directorate, FCMB supports the recommendation to FIMC for approval.



Financial Situation Summary

2019-20 year-end surplus is \$288.2M

Vote 1 surplus as at year-end \$185.9M, based on a surplus of \$197.2M salary and a deficit of \$11.3M non-salary

- **Year-end** indicates **significant risk** for the Agency's future transition to 1-year appropriation
 - V1 surplus **\$185.9M** is 9.6% of budget, OBCF limit of 5%: **Risk under 1-year appropriation \$88.9M**

Vote 5 surplus as at year-end \$102.3M, based on a surplus of \$9.4M salary and a surplus of \$92.8M non-salary

- **Year-end** indicates **significant risk** for the Agency's future transition to 1-year appropriation
 - V5 surplus **\$102.3M** is 45% of budget, CBCF limit of 20%: **Risk under 1-year appropriation \$56.9M**

Recommendation:

- Approve identified Branch carry-forward requests (slide 4)

Next Steps:

- 2020-21 – in order to minimize lapses going forward and to support the transition to a 1 year appropriation:
 - Branches / Regions to use Q1 financial information to inform the next cycle of integrated business planning
 - Functional Lead Branches to provide in-year and multi-year business plans for projects and initiatives
 - IPMC to continue to review project statuses and provide advice regarding any corrective action that is required



2019-20 Carry-forward Allocation

Resourcing Strategy (in Millions)	Vote 1			Vote 5		
	Salary	Non Salary	Total	Capital Salary	Capital	Total
2019-20 Year end Lapse/Deficit	197.2	-16.8	180.4	9.4	92.8	102.3
Adjustment for Incremental Vote Netted Revenue		5.5	5.5			
Carry-forward	197.2	-11.3	185.9	9.4	92.8	102.3
Encumbered Carry-forward:						
E-Manifest ^{SPA}	7.5	6.4	14.0			
Division 9 ^{SPA}	0.4	0.1	0.5			
TB Funded Projects (Development) (p.11)	12.5	20.9	33.4	7.3	55.5	62.8
2020-21 Financial Requirements	62.6		62.6		9.0	9.0
Total Encumbered Carry-forward	83.0	27.4	110.4	7.3	64.5	71.8
Carry-forward After Encumbrances	114.2	-38.6	75.5	2.1	28.3	30.4
For Approval						
2019-20 Branch Carry-forward Requests (p.10)	15.7	42.7	58.4	1.3	10.2	11.5
Carry-forward before Conversion	98.5	-81.4	17.1	0.8	18.1	18.9
Final Available Carry-forward	34.4		34.4	0.8	18.1	18.9

- 2019-20 year-end carry-forward sets the **2020-21 FIMC Reserve** to:
Vote 1 \$59.4M and **Vote 5 \$17.9M** (refer to slide 16)
- 2019-20 official carry-forward via Public Accounts has been extended to late June by the Receiver General due to COVID-19. Significant adjustments are not anticipated.

Decision Item 1: Approve Branch carry-forward requests – V1 \$58.4M, V5 \$11.5M

Decision Item 2: Approve allocation of available carry-forward to FIMC Reserve – V1 \$34.4M, V5 \$18.9M



Vote Netted Revenue (VNR)

In Millions



VNR Name	2019-20 Forecast	2019-20 Revenues
Broker's Licence Fees	0.5	0.4
Canpass-Private & Corporate Aircraft	0.0	0.0
Canpass-Private Boats	0.1	0.1
Cont.agre./New&Enhan	2.5	2.4
Customs Bonded Warehouse	0.0	0.0
Detector Dog Learning Services	1.1	1.0
FAST Program	0.4	0.4
Fees for collecting PST	2.8	2.8
Food Inspection fees	3.7	3.6
Nexus Program	13.0	15.1
Priority Post Handling Fee	0.4	0.4
Priv, Lic & Premits	0.0	0.0
Prov Tobac Alch M/L	0.8	0.8
Remote Area Border	0.5	1.1
Storage Charges-Queen's and Frontier	0.0	0.0
Grand Total	25.8	27.98

- Revenue from the sales of services reflects the Agency's re-spendable revenue. Year-over-year revenue has increased in line with volumes mainly attributable to the NEXUS program.
 - CBSA's 2019-20 VNR Authority is \$22.4M. The Agency has the authority to re-spend increases in revenue related to volumes up to 125% of Authorities or \$28M.
 - For 2018-19, the revenue collected was \$24.1M, which was approximately \$1M in excess of the 125% of TB authorities.
 - For 2019-20, CBSA's VNR Authority was increased by \$4M through the 2019-20 Supplementary Estimates A exercise, and has been increased by \$2.6M ongoing through the 2020-21 Annual Reference Level Update (ARLU) to reflect forecasted increases.
 - For 2019-20, the revenue collected was \$28M, which is 125% of TB Authorities.
 - The FCMB is in the process of reviewing the Agency's revenue and cost recovery. Programs are also reviewing forecasting methodologies. The Agency's VNR Authorities may be further refined in the future, pending results of the reviews.



Functional Portfolio Dashboard

Portfolio	2019-20 Financial Situation (In Millions)				Key Metric Volumes													
	Program Inventory		Vote 1	Vote 5	Metric	2018-19					2019-20							
	PI	PI Name	Free Balance	Free Balance		Year End	Q1	Q2	Q3	Q4	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Intelligence & Enforcement (Border Management)	10100	Targeting	11.0	0.4	To be confirmed													
	10200	Intelligence Collection & Analysis	6.6	-0.1	IMS cases opened	11,250	2,659	2,840	2,501	3,250	9,700	13,114	3,135	3,593	3,295	3,091	1.17	
	10300	Security Screening	2.5		IMS activities count	19,048	4,497	4,420	5,387	4,744	17,500	20,482	4,828	5,394	5,280	4,980	1.08	
	Total		20.1	0.3	To be confirmed													
						-	-	-	-	-	-	-	-	-	-	-		
Intelligence & Enforcement (Border Enforcement)	20100	Immigration Investigations	6.3	0.0	Concluded immigration investigations	22,164	5,098	4,757	5,208	7,101	20,300	24,798	6,547	5,553	5,240	7,458	1.12	
					A44 reports written inland	13,445	2,980	4,109	3,556	2,800	8,610	19,763	4,299	5,483	5,146	4,835	1.47	
	20200	Detentions	9.9		Number of detention days (IHC)	55,324	15,193	14,623	12,367	13,141	65,862	53,270	13,723	14,305	13,633	11,609	0.96	
					Number of detention days (Non-IHC)	67,966	17,995	17,225	16,621	16,125	61,912	64,604	16,971	16,431	15,916	15,286	0.95	
	20300	Hearings	4.2		Immigration division	12,751	3,349	3,146	3,154	3,102	9,510	11,600	3,020	2,907	2,986	2,687	0.91	
					Immigration appeal division	10,193	2,777	2,568	2,485	2,363	7,620	7,297	2,161	1,720	1,848	1,568	0.72	
					Refugee protection division	29,738	7,934	6,667	5,866	9,271	1,000	34,876	8,860	8,411	9,021	8,584	1.17	
					Refugee appeal division	274	76	53	74	71	40	1,282	293	218	330	441	4.68	
	20400	Removals	5.1		Number of Inland Removals	6,430	1,225	1,464	1,403	2,338	4,310	8,606	1,732	1,889	2,287	2,698	1.34	
					Number of Port of Entry Removals	3,178	811	968	662	737	3,010	2,684	751	832	624	477	0.84	
	20500	Criminal investigations	-2.1	0.1	Cases opened	368	111	81	78	98	660	436	110	93	125	108	1.18	
					Cases referred to the public prosecution service of Canada (PPSC)	150	41	47	29	33	301	160	43	42	47	28	1.07	
	Total		23.3	0.2		-	-	-	-	-	-	-	-	-	-	-	-	
Traveller	10400	Traveller Facilitation & Compliance	33.9	12.8	Number of travellers processed	96,228,814	24,841,672	30,036,644	20,836,945	20,513,553	99,731,409	94,633,903	25,032,803	30,617,702	21,260,608	#####	0.98	
					Number of immigration Exams	2,016,601	547,065	661,065	419,961	388,510	1,951,538	1,793,787	480,278	584,735	400,755	328,019	0.89	
					Number of Customs/OGD Examinations	1,331,856	347,515	369,390	307,339	307,612	1,311,065	1,146,333	334,431	337,931	268,243	205,728	0.86	
	10700	Trusted Traveller	2.2	0.8	Number of trusted travellers processed	9,910,298	2,544,032	2,592,713	2,400,968	2,372,585	9,818,006	9,779,989	2,605,844	2,672,260	2,477,551	2,024,334	0.99	
					Number of risk assessments completed (new, maintenance, and periodic)	717,874	148,516	144,716	171,944	252,698	931,797	466,394	163,725	139,967	139,570	23,132	0.65	
					Number of completed enrollment interviews	215,727	64,300	58,108	50,039	43,280	149,570	241,380	59,981	66,213	64,961	50,225	1.12	
	Total		36.1	13.6		-	-	-	-	-	-	-	-	-	-	-	-	
Commercial & Trade	10500	Commercial-Trade Facilitation & Compliance	13.7	39.3	Number of commercial releases (all modes)	21,739,228	5,544,816	5,318,824	5,675,784	5,199,804	21,773,440	20,207,700	5,235,994	5,006,715	5,340,831	4,624,160	0.93	
					Number of parcels (postal)	79,764,746	21,225,435	20,248,972	19,494,506	18,795,833	80,027,526	91,299,862	21,571,055	22,429,608	26,197,357	#####	1.14	
					Number of verifications	1,403	296	309	332	466	1,625	1,445	319	389	368	369	1.03	
					Number of B2s	211,031	61,886	50,048	48,158	50,939	180,242	198,028	54,420	58,665	41,832	43,111	0.94	
	10600	Anti-dumping & Countervailing	2.5		To be confirmed													
	10800	Trusted Trader	4.5	1.4	Total number of CSA transactions (all modes)	926,283	244,302	224,749	226,805	230,427	25,739	879,981	239,713	224,072	217,557	198,639	0.95	
					Number of new applications (PIP and CSA)	166	37	40	47	42	125	163	36	43	36	48	0.98	
	Total		20.8	40.7	Number of revalidation	396	150	86	102	58	323	267	67	51	65	84	0.67	

- 2019-20 objective as part of the new functional management model was the integration of financial and non financial information, including year-over-year comparatives.
- While much was learned in the initial integration, 2020-21 will continue enhancements through a focus on operational priorities by functional program lead for volume-driven base activities funded from A Base, and initiatives.



Financial Situation by Branch – Vote 1

In Millions

Year End					
Branch	Budget	Actuals	Free Balance	Actuals as % of Budget	Previous Year Actuals
President's Office	1.7	1.4	0.4	78.8%	1.6
Audit & Evaluation	5.9	6.0	-0.1	101.3%	5.8
Legal	18.7	18.6	0.1	99.5%	18.9
CARM Branch	4.3	5.1	-0.8	119.3%	1.3
Finance & Corporate Management Branch	149.5	138.8	10.7	92.9%	104.1
Human Resources Branch	109.1	108.8	0.3	99.7%	86.3
Strategic Policy Branch	57.9	56.6	1.3	97.8%	47.7
Information, Science & Technology Branch	267.5	249.6	17.9	93.3%	221.4
Chief Transformation Officer Branch	5.6	5.6	0.0	99.7%	3.6
Travellers Branch	39.6	35.7	3.9	90.1%	38.3
Commercial and Trade Branch	54.1	45.1	9.0	83.3%	46.8
Intelligence & Enforcement Branch	85.3	83.5	1.8	97.9%	89.2
Atlantic Region	65.2	66.9	-1.6	102.5%	77.8
Quebec Region	217.9	212.3	5.5	97.5%	238.1
Northern Ontario Region	58.4	60.6	-2.2	103.8%	67.4
Greater Toronto Area Region	230.3	220.1	10.2	95.6%	238.4
Southern Ontario Region	137.4	137.0	0.4	99.7%	161.8
Prairie Region	111.1	112.6	-1.5	101.4%	123.1
Pacific Region	171.7	177.4	-5.8	103.4%	200.5
Unallocated Project	59.2		59.2		
Corporate Accounts	10.5	9.8	0.7	93.3%	8.4
Reserve	74.2		74.2		
Corporate Adjustment		3.2	-3.2		30.8
Vote 1 Total (Lapse)	1,935.1	1,754.7	180.4	90.7%	1,811.3
Adjustment for Incremental Vote Netted Revenue	5.5		5.5		
Carry-forward	1,940.7	1,754.7	185.9	90.4%	1,811.3

For Information			
Q3		Q2	
Forecast	Net Position	Forecast	Net Position
1.5	0.2	1.5	0.2
6.0	-0.1	5.7	0.1
17.5	-1.0	17.5	-1.0
4.3		4.3	1.9
143.2	5.1	141.5	5.7
113.1	-4.8	111.5	-6.6
52.7	0.1	51.9	-4.7
255.5	3.5	247.9	1.0
5.7	-0.1	5.5	-0.3
36.1	2.0	36.7	-1.9
46.2	4.5	45.0	5.2
84.1	-1.4	83.5	-5.2
66.6	-1.5	65.0	0.0
215.2	-5.6	216.9	-32.2
59.4	-1.0	58.6	-1.4
221.5	1.7	224.9	-5.3
138.4	-2.6	138.0	-2.5
113.8	-6.2	112.4	-5.5
175.1	-7.9	175.2	-8.7
	100.8		138.0
10.7	-0.2	10.7	-0.2
	81.8		92.7
1,766.4	167.3	1,754.3	169.3

- Vote 1 surplus at year end \$185.9M is **9.6% of budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.
- **Risk under 1-year appropriation \$88.9M.**



Financial Situation by Branch – Vote 5

In Millions

Year End					
Branch	Budget	Actuals	Free Balance	Actuals as % of Budget	Previous Year Actuals
CARM Branch	52.5	40.4	12.1	76.9%	28.7
Finance & Corporate Management Branch	69.6	47.3	22.2	68.0%	64.0
Human Resources Branch	2.4	0.6	1.8	23.9%	0.0
Strategic Policy Branch	5.6	4.5	1.2	79.5%	3.5
Information, Science & Technology Branch	43.2	26.3	17.0	60.8%	31.4
Travellers Branch	4.2	3.6	0.6	85.8%	3.2
Commercial and Trade Branch	7.0	2.2	4.7	32.3%	2.8
Intelligence & Enforcement Branch	0.0		0.0		0.5
Atlantic Region					
Quebec Region	0.2	0.1	0.1	51.5%	0.2
Northern Ontario Region		0.2	-0.2		
Greater Toronto Area Region	0.0	0.0	0.0	98.0%	
Prairie Region	0.0		0.0		0.0
Pacific Region		0.0	-0.0		0.0
Unallocated Project	30.0		30.0		
Reserve	12.4		12.4		
Corporate Adjustment		-0.4	0.4		0.1
Vote 5 Total (Lapse)	227.0	124.7	102.3	55.0%	134.4
Carry-forward	227.0	124.7	102.3	55.0%	134.4

For Information			
Q3		Q2	
Forecast	Net Position	Forecast	Net Position
52.3	0.2	52.5	-0.1
52.9	14.9	51.8	16.5
1.0	1.4	1.0	1.4
0.0		0.0	
36.4	11.9	36.8	10.7
3.5	0.8	3.4	0.6
5.9	3.0	5.3	3.0
	0.0		0.1
0.1	0.0	0.0	0.0
0.2	-0.2		
0.0		0.1	-0.0
0.0		0.0	
	32.1		33.0
	10.6		20.2
152.4	74.6	150.8	85.4

- Vote 5 surplus at year end \$102.3M is **45% of budget**, and outside the **OBCF limit of 20%** to which the Agency will be held in 2021-22.
- **Risk under 1-year appropriation \$56.9M.**



Annexes



Annex A: Carry-forward Requests

Branch Submission	Initiatives	Carry-Forward Request					
		Vote 1 In Thousands			Vote 5 In Thousands		
		Salary	Non Salary	Total	Capital Salary	Capital	Grand Total
FCMB	Vote 1 to Vote 5 Reallocation (net vote 1 requirement)	274	0	274	0	0	274
	Port Cullis-Fleet Controlled Fund	0	0	0	0	650	650
	Fleet Controlled Fund	0	0	0	0	676	676
	Efficiency Program (includes amount in Reserve)	164	2,644	2,809	0	0	2,809
	Revenue Generation/Enhance cost recovery	65	1,068	1,133	0	0	1,133
	Investment Planning Unit	434	194	629	0	0	629
	Planning Budgeting and Forecasting Project	0	0	0	0	388	388
	Fraser Port of Entry Replacement Project (LBCP)	0	1,254	1,254	0	0	1,254
	Total	937	5,161	6,098	0	1,713	7,812
HR	Defensive Equipment Controlled Fund	0	322	322	0	0	322
	College Training Management System	0	0	0	238	0	238
	Defensive Tactics Training Simulators	0	0	0	0	1,140	1,140
	Total	0	322	322	238	1,140	1,700
I&E	Irregular Migration	8,442	22,819	31,261	0	1,123	32,384
	Alternatives to Detention (ATD)	159	575	735	0	0	735
	Strengthen National Immigration Detention Framework (NIDF)	833	1,862	2,695	0	0	2,695
	Total	9,435	25,256	34,691	0	1,123	35,814
SPB	Human Trafficking	32	89	121	0	0	121
	Total	32	89	121	0	0	121
CTB	Guns & Gangs	1,083	385	1,468	165	2,838	4,471
	Opioids/Fentanyl	484	2,396	2,880	0	2,377	5,257
	African Swine Fever	0	879	879	0	0	879
	Secure Corridor Concept	206	16	222	145	262	628
	CAED/CERS	665	119	784	0	-331	453
	Total	2,438	3,795	6,233	310	5,146	11,689
Travellers	Dynamic Risking	581	643	1,224	0	200	1,424
	NGHH	143	1,163	1,306	309	159	1,773
	NEXUS Modernization	49	1	50	88	669	806
	Chain of Trust: Advance Traveller Information (CoT: ATI)	428	1,014	1,442	397	56	1,895
	Total	1,200	2,821	4,021	794	1,083	5,898
ISTB	MOU Application Modernization/Workload Migration	0	50	50	0	0	50
	IT Refresh - SSC	0	3,800	3,800	0	0	3,800
	Cannabis (requested by SPB)	68	0	68	0	0	68
	Service Oriented Architecture	12	9	21	0	0	21
	Enterprise Risk Assessment support Service (ERASS 2)	12	9	21	0	0	21
	PAYE's adjustments	0	1,277	1,277	0	0	1,277
	Total	91	5,145	5,236	0	0	5,236
Agency Reserve	Cannabis Legalization- sourced from Cannabis contingency (on behalf of SPB)	1,053	84	1,137	0	0	1,137
	Cannabis Excise Tax- sourced from Cannabis contingency (on behalf of SPB)	493	59	552	0	0	552
	Total	1,546	143	1,689	0	0	1,689
Agency Total		15,680	42,731	58,410	1,342	10,206	69,958

Notes:

- Includes adjustments for conversion requirements (PBF, CAED, ERASS2, LBCP)
- In 2019-20, LBCP expenditures exceed budget by \$2.1M



Annex B: TB Funded Project Encumbrances

Projects Encumbrances (In Millions)	Vote 1			Vote 5			Grand Total
	Salary	Non-Salary	Total	Capital Salary	Capital	Total	
BTB - North Portal					4.4	4.4	4.4
BTB - Lacolle Traveller	0.001	0.03	0.03		4.0	4.0	4.1
Postal Modernization Initiative (PMI)					10.3	10.3	10.3
CARM	2.6	3.9	6.5	3.7	13.3	17.1	23.5
Interactive Advance Passenger Information					0.001	0.001	0.001
ICSI - Marine Container Examination		0.7	0.7		10.4	10.4	11.1
Entry-Exit	0.5	2.4	2.9		0.2	0.2	3.1
Biometrics Expansion	1.1	5.3	6.4	0.1	1.2	1.3	7.6
Trusted Trader - FAST		2.0	2.0	0.4	0.3	0.8	2.8
Gordie Howe International Bridge POE	5.2	2.3	7.5		0.1	0.1	7.6
Strengthening the National Immigration Detention Framework		0.5	0.5		3.7	3.7	4.2
Enterprise Data Analytics	1.6	1.6	3.2				3.2
Passenger Protect Program	0.8	1.4	2.2	2.9	4.8	7.8	10.0
Integrated Staffing Solution (ISS)				0.1	0.3	0.5	0.5
POEMS (Port of Entry Management System)		0.001	0.001				0.001
All Weather Facility	0.2	0.01	0.2		2.3	2.3	2.5
Asylum Interoperability Project (AIP)	0.5	0.7	1.3				1.3
Grand Total	12.5	20.9	33.4	7.3	55.5	62.8	96.2

Note: includes adjustments for conversion requirements (PMI, NIDF, MCEF, EE); approved reprofile for entry exit; CRIS reduction in biometrics; new Asylum Interoperability Project (AIP); closed projects (Traveller Processing Modernization and IAPI)



Annex C1: Projects Financial Situation – Vote 1

In Millions

TB / Internally Funded	Project Name for FSR	OPI Branch	Budget	Sum of Actuals	Vote 1			Lapse		Variance	
					Sum of Free Balance	Year-End Adjustments	Sum of Lapse	Development	Maintenance	Q3 Forecast	Actual vs Q3 Forecast
TB Funded	All Weather Facility	Commercial and Trade Branch	0.2	0.0	0.2	-	0.2	0.2	-	-	0.0
	Biometrics Expansion	Information, Science & Technology Branch	19.6	4.8	14.8	-7.2	7.6	6.4	1.3	6.2	-1.4
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	0.1	0.0	0.0	-	0.0	0.0	-	0.1	-0.0
	BTB - North Portal	Finance & Corporate Management Branch	-	-	-	-	-	-	-	-	-
	CARM	CARM Branch	15.3	8.8	6.5	-	6.5	6.5	-	7.8	1.0
	Enterprise Data Analytics	Strategic Policy Branch	9.8	6.5	3.3	-0.1	3.2	3.2	-	6.9	-0.4
	Entry-Exit	Travellers Branch	11.5	5.0	6.5	-2.7	3.8	2.9	0.9	5.9	-0.9
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	8.3	0.7	7.5	-	7.5	7.5	-	0.8	-0.0
	ICSI - Marine Container Examination	Commercial and Trade Branch	7.2	4.1	3.1	-0.1	3.0	0.7	2.3	4.0	0.2
	Integrated Staffing Solution (ISS)	Human Resources Branch	-	-	-	-	-	-	-	-	-
	Interactive Advance Passenger Information	Travellers Branch	4.5	3.3	1.1	-	1.1	-	1.1	3.3	0.0
	Passenger Protect Program	Travellers Branch	4.8	2.6	2.2	-	2.2	2.2	-	2.8	-0.2
	POEMS (Port of Entry Management System)	Commercial and Trade Branch	0.7	0.7	0.0	-	0.0	0.0	-	0.7	-0.0
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	1.3	1.1	0.2	-	0.2	-	0.2	1.2	-0.1
	RFID Initiative	Travellers Branch	0.2	0.1	0.1	-	0.1	-	0.1	0.2	-0.1
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	6.8	3.4	3.3	-0.2	3.2	0.5	2.7	3.3	0.2
	Traveller Processing Modernization	Travellers Branch	1.6	1.3	0.3	-0.3	-	-	-	1.5	-0.2
	Trusted Trader - FAST	Commercial and Trade Branch	3.2	1.2	2.0	-	2.0	2.0	-0.0	1.2	0.0
TB Funded Total			95.1	44.0	51.1	-10.5	40.6	32.1	8.5	45.9	-1.9
Internally Funded	Alternatives to Detention	Intelligence & Enforcement Branch	7.4	6.7	0.7	-	0.7	-	0.7	7.4	-0.7
	Business Warehouse (BW)	Finance & Corporate Management Branch	-	-	-	-	-	-	-	-	-
	Canadian Automated Export Declaration	Commercial and Trade Branch	1.0	0.2	0.8	-	0.8	0.8	0.0	0.6	-0.4
	Chain of Trust - Advance Traveller Information	Travellers Branch	3.4	2.0	1.4	-	1.4	1.4	-	0.1	1.9
	Dynamic Risking	Travellers Branch	2.4	1.2	1.2	-	1.2	1.2	-	1.2	-0.0
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	-	0.1	-0.1	0.1	-	-	-	0.3	-0.2
	Enterprise Case Management Solution	Information, Science & Technology Branch	0.3	0.3	0.0	-	0.0	0.0	-	-	0.3
	ERASS 2	Information, Science & Technology Branch	0.3	0.4	-0.1	0.0	-0.1	0.0	-0.1	0.3	0.1
	Land Border Crossing	Finance & Corporate Management Branch	7.1	7.9	-0.8	-	-0.8	-0.8	-	8.6	-0.7
	Master Data Management	Information, Science & Technology Branch	5.3	4.7	0.7	-	0.7	-	0.7	4.6	0.1
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch	-	-	-	-	-	-	-	-	-
	Next Handheld Device	Travellers Branch	2.2	0.8	1.3	-	1.3	1.3	-	1.5	-0.6
	Nexus Modernization	Travellers Branch	0.1	-	0.1	-	0.1	0.1	-	0.0	-0.0
	Pay Modernization	Human Resources Branch	0.8	0.9	-0.1	-	-0.1	-	-0.1	0.9	0.0
	Primary Inspection Kiosk 1.0	Travellers Branch	1.7	0.8	1.0	-	1.0	-	1.0	0.9	-0.2
	Secure Corridor Concept	Commercial and Trade Branch	0.0	0.0	0.0	-	0.0	0.0	-	0.0	-0.0
	Service Oriented Architecture	Information, Science & Technology Branch	2.9	2.7	0.2	-	0.2	1.1	-0.8	2.2	0.5
Internally Funded Total			35.1	28.6	6.5	0.1	6.6	5.2	1.4	28.6	0.0
Grand Total			130.2	72.6	57.6	-10.4	47.2	37.3	9.9	74.5	-1.9

Note: Table excludes Vote 1 development in the amount of \$1.3M for the Asylum Interoperability Project that was approved by the TB late March and encumbered for 2020-21 (refer to slide 11)



Annex C2: Projects Financial Situation – Vote 5

In Millions

TB / Internally Funded	Project Name for FSR	OPI Branch	Vote 5					Variance	
			Budget	Sum of Actuals	Sum of Free Balance	Year-End Adjustments	Sum of Lapse	Q3 Forecast	Actual vs Q3 Forecast
TB Funded	All Weather Facility	Commercial and Trade Branch	3.1	0.8	2.3	-	2.3	-	0.8
	Biometrics Expansion	Information, Science & Technology Branch	3.4	1.6	1.8	-0.5	1.3	1.5	0.1
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	4.0	-0.0	4.0	-	4.0	-	-0.0
	BTB - North Portal	Finance & Corporate Management Branch	11.0	6.6	4.4	-	4.4	6.0	0.6
	CARM	CARM Branch	58.8	41.7	17.1	-	17.1	53.8	-12.1
	Enterprise Data Analytics	Strategic Policy Branch	-	-	-	-	-	0.0	-0.0
	Entry-Exit	Travellers Branch	11.2	8.7	2.5	-2.3	0.2	8.8	-0.1
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	0.1	-	0.1	-	0.1	-	-
	ICSI - Marine Container Examination	Commercial and Trade Branch	10.5	0.1	10.4	-	10.4	0.1	-0.0
	Integrated Staffing Solution (ISS)	Human Resources Branch	1.0	0.5	0.5	-	0.5	1.0	-0.5
	Interactive Advance Passenger Information	Travellers Branch	0.2	0.1	0.1	-0.1	0.0	0.1	-0.0
	Passenger Protect Program	Travellers Branch	11.5	3.7	7.8	-	7.8	4.6	-0.8
	POEMS (Port of Entry Management System)	Commercial and Trade Branch	-	-	-	-	-	-	-
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	10.9	0.5	10.3	-0.0	10.3	1.5	-0.9
	RFID Initiative	Travellers Branch	-	-	-	-	-	-	-
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	21.9	18.2	3.7	-	3.7	19.4	-1.2
	Traveller Processing Modernization	Travellers Branch	-	-	-	-	-	-	-
	Trusted Trader - FAST	Commercial and Trade Branch	1.4	0.6	0.8	-	0.8	0.9	-0.3
TB Funded Total			149.0	83.1	65.8	-3.0	62.8	97.7	-14.5
Internally Funded	Alternatives to Detention	Intelligence & Enforcement Branch	-	-	-	-	-	-	-
	Business Warehouse (BW)	Finance & Corporate Management Branch	1.2	0.8	0.4	-0.0	0.4	0.7	0.1
	Canadian Automated Export Declaration	Commercial and Trade Branch	3.4	3.5	-0.1	-0.2	-0.3	3.3	0.2
	Chain of Trust - Advance Traveller Information	Travellers Branch	0.7	0.2	0.5	-	0.5	0.1	0.1
	Dynamic Risking	Travellers Branch	0.2	-	0.2	-	0.2	0.2	-0.2
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	-	-0.0	0.0	-	0.0	2.4	-2.4
	Enterprise Case Management Solution	Information, Science & Technology Branch	1.4	1.3	0.0	-	0.0	-	1.3
	ERASS 2	Information, Science & Technology Branch	0.4	0.1	0.3	-	0.3	0.1	-
	Land Border Crossing	Finance & Corporate Management Branch	-	-	-	-	-	-	-
	Master Data Management	Information, Science & Technology Branch	-	0.0	-0.0	0.0	-	-	0.0
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch	4.2	2.4	1.8	-	1.8	2.6	-0.2
	Next Handheld Device	Travellers Branch	0.9	0.4	0.5	-	0.5	0.6	-0.2
	Nexus Modernization	Travellers Branch	1.8	1.0	0.8	-	0.8	1.0	0.1
	Pay Modernization	Human Resources Branch	-	0.0	-0.0	0.0	-	-	0.0
	Primary Inspection Kiosk 1.0	Travellers Branch	0.7	0.5	0.1	-	0.1	0.5	0.0
	Secure Corridor Concept	Commercial and Trade Branch	2.1	1.5	0.7	-	0.7	1.7	-0.2
	Service Oriented Architecture	Information, Science & Technology Branch	-	-	-	-	-	-	-
Internally Funded Total			16.8	11.7	5.1	-0.2	4.9	13.0	-1.2
Grand Total			165.7	94.9	70.9	-3.2	67.7	110.7	-15.8



Annex D: Multi-Year Agency Authorities

<i>(in millions)</i>		2019-20		2020-21		2021-22		2022-23	
		Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Permanent Funding									
Base		\$1,364.9	\$42.9	\$1,366.3	\$42.3	\$1,289.2	\$51.2	\$1,302.6	\$44.2
Collective Bargaining		\$87.8	\$0.0	\$87.8	\$0.0	\$87.8	\$0.0	\$87.8	\$0.0
	<i>Sub-Total</i>	\$1,452.7	\$42.9	\$1,454.1	\$42.3	\$1,377.0	\$51.2	\$1,390.4	\$44.2
Temporary Funding									
Transfers to and from OGDs		\$3.4	\$0.3	\$0.6	\$0.0	\$0.3	\$0.0	\$0.2	\$0.0
2018-19 Carryforward		\$137.6	\$65.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Policy		\$308.7	\$15.1	\$322.4	\$24.1	\$158.2	\$3.9	\$65.4	\$3.3
Projects		\$28.7	\$103.8	\$60.5	\$110.6	\$16.4	\$45.8	\$6.7	\$11.7
	<i>Sub-Total</i>	\$478.3	\$184.1	\$383.6	\$134.7	\$175.0	\$49.7	\$72.3	\$15.1
TB Vote 15 - Collective Bargaining		\$4.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Frozen Funding									
Policy		\$46.7	\$0.0	\$5.5	\$0.0	\$22.0	\$0.0	\$21.3	\$0.0
Projects		\$4.2	\$17.9	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
	<i>Sub-Total</i>	\$50.9	\$17.9	\$6.3	\$0.8	\$120.6	\$0.8	\$130.3	\$0.8
Total Available Authorities (not inc. EBP and TB vote 30) less Frozen		\$1,935.1	\$227.0	\$1,837.7	\$177.0	\$1,552.0	\$100.9	\$1,462.7	\$59.3



Annex E: Frozen Authorities

<i>(in millions)</i>		2019-20		2020-21		2021-22		2022-23	
		Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Frozen Pending Conditions									
Policy									
Settling Syrian refugees		\$2.5	\$0	\$2.3	\$0	\$0	\$0	\$0	\$0
Mexico		\$0	\$0	\$0	\$0	\$19.2	\$0	\$19.2	\$0
Human Trafficking		\$0	\$0	\$1.2	\$0	\$1.2	\$0	\$1.2	\$0
Addressing the Challenges of African Swine Fever		\$0.7	\$0	\$1.9	\$0	\$1.6	\$0	\$0.9	\$0
Asylum		\$21.8	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Modernizing Canada's Border Operations		\$19.6	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Temporary Resident		\$2.1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<i>Sub-Total</i>	\$46.7	\$0	\$5.5	\$0	\$22.0	\$0	\$21.3	\$0
Projects									
A-Base		\$0	\$7.0	\$0	\$0	\$0	\$0	\$0	\$0
Biometrics Expansion (Kiosk)		\$1.5	\$8.7	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
IAPI		\$0	\$0	\$0	\$0	\$4.8	\$0	\$4.8	\$0
eManifest		\$0	\$0	\$0	\$0	\$72.1	\$0	\$72.1	\$0
CARM (Assessment and Revenue Management Project)		\$0	\$0	\$0	\$0	\$20.8	\$0	\$31.2	\$0
Entry/Exit		\$2.7	\$2.2	\$0	\$0	\$0	\$0	\$0	\$0
	<i>Sub-Total</i>	\$4.2	\$17.9	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
Total Frozen Authorities - Pending Conditions		\$50.9	\$17.9	\$6.3	\$0.8	\$120.6	\$0.8	\$130.3	\$0.8
Total Frozen Authorities		\$50.9	\$17.9	\$6.3	\$0.8	\$120.6	\$0.8	\$130.3	\$0.8



Annex F: CBSA Multi-year Financial

Financial Overview	Vote 1 (\$M)			Vote 5 (\$M)		
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2020-21	FY 2021-22	FY 2022-23
Available Authorities (excludes frozen) ¹	1,837.7	1,552.0	1,462.7	177.0	100.9	59.8
Integrity funding (B2020 ask) ^{2,3}		95.4	95.4			
2019-20 carry forward ⁴	124.9			68.9	10.0	
Vote 1 to Vote 5 (Supps B)	-8			8		
Anticipated funding (Supps B for AIP)	5.6	4.8	0.5			
Budget (A)	1,960.3	1,652.2	1,558.6	253.8	110.9	59.8
Allocation⁵ (B)	1,920.4	1,720.3	1,619.1	235.9	128.1	64.6
Vote 1 conversion premium⁶ (C)	19.5					
Surplus/(Deficit) - (D = A-B+C)	59.4	-68.0	-60.5	17.9	-17.2	-4.8

Expected Funding

Frozen funding for Mexico and E-manifest (corporate support costs)	22.7	22.7
Funding shortfall	-45.3	-37.8

¹. Available authorities information from External Reporting as at April 2020

². \$115.1M less \$17.5M for EBP less \$2.05 to SSC = 95.4M

³. Excludes B2020 asks for Asylum modernization & Multi-Year immigration levels. Once funding is received it will be allocated as per OPI direction.

⁴. Includes Vote 1: **\$81M** in carry forward (as per P11) + **\$17.7M (P12-2 TBC)** + **\$26.4M** for TB project carry forward (80%) ;

Vote 5: \$18.8M in carry forward (TBC) + **\$9M** earmarked + **\$51M** for TB project carry forward (80%) less adjusted for **\$10M** in vote 5 carried over to next FY

⁵. Includes items approved for funding on **April 9-EC \$4.8M** (SAP 4/HANA, Compensation Transformation Strategy, Implementation of Functional Management Model and CBSA Innovation Framework) + May 25 approval for Mobile Border = **\$3.7M** and EMC approval for COVID 19 = **\$1.01M**

⁶. Adjusted surplus includes vote 1 conversion premium of \$19.5M (\$72.1M converted to offset the non-salary deficit of \$91.5M)



Financial Tables

(Supporting Details - Not Intended for Discussion)

Apollo Document #:

Financial / PI / Volumetric Data

Apollo Document #:



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Canada Border Services Agency Q1 Financial Situation Report

FIMC
Aug 20, 2020
Apollo



PROTECTION • SERVICE • INTEGRITY

Canada



Cover Sheet for FIMC

Date of Receipt: August 17, 2020

Decision Required	Financial - Approval of adjustments to in-year budgets and multi-year notional budgets; ongoing monitoring of projected in-year net position.	Decision Approved: Yes / No (To be confirmed at committee)																																																
Managed as Project	Approval request includes both project and non-project. Any budget adjustments related to projects is for existing projects that will continue to follow their already established project management practices and tracking mechanisms.																																																	
Financial Investment Requested	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																																																	
Efficiencies Generated	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																																																	
Funding profile	Refer to slides 5-7.																																																	
Funding source	2020-21 in-year budget and multi-year notional budgets per quarterly budget delegation letters.																																																	
Expenditure Types & Functional Support	Various cases, requiring a range of expenditures, including both functional programs and enabling support.																																																	
Capability or Result Achieved	Adjusting budgets and ongoing planning for projected in-year net position, as well as multi-year budgeting.																																																	

Assurance: Budget adjustments and projected in-year net positions were developed via financial situation reports and management letters from Regional Directors General, Business Line and Internal Services Vice Presidents. Review and support was undertaken by both client Financial Management Advisors and the Budget and Reporting Division. Resource Management Directorate, FCMB supports the recommendations to FIMC for approval.



Financial Situation Summary

2020-21 surplus at year-end \$285.3M

Branch forecasts indicate an overall surplus at year end which is supported by FCMB analysis

Vote 1 surplus at year-end \$220M, based on a forecasted surplus of \$127.3M salary and a surplus of \$92.8M non-salary

- **Adjusted Net Position** indicates **significant risk** for the Agency's future transition to 1-year appropriation with an OBCF of 5%: **Risk under 1-year appropriation \$118.8M (1-Year risk)**
- **Breakdown by Major Expenditure Category**
 1. **Operational Base** (p.9): projected surplus at YE \$155.9M; 9.1% of adj. budget, 1-Year risk \$70.3M
 2. **Projects** (p.10): projected surplus at YE \$85.4M; 52.5% of adj. budget, 1-Year risk \$77.3M
 3. **Controlled Funds** incl. Corporate Accounts (p.11): projected deficit at YE \$21.3M; 14.3% of adj. budget
 - Re-alignment against operational base underway for Q2

Vote 5 surplus at year-end \$65.3M, based on a forecasted surplus of \$13.0M salary and a surplus of \$52.3M non-salary

- **Adjusted Net Position** indicates **risk** for the Agency's future transition to 1-year appropriation with an OBCF of 20%: **Risk under 1-year appropriation \$11.6M**
- **Breakdown by Major Expenditure Category**
 1. **Operational Base** (p.9): projected surplus at YE \$3.3M; 13.5% of adj. budget,
 2. **Projects** (p.10): projected surplus at YE \$52.4M; 26.5% of adj. budget, 1-Year risk \$12.8M
 3. **Controlled Funds** (p.11): projected surplus at YE \$9.6M; 20.8% of adj. budget, 1-Year risk \$0.4M

Recommendations:

1. *Approve identified funding carry forward and transfer requests as described on slides 5-7;*
2. *Business Line Branches and OPIs to complete TFAs for 2020-21 in advance of Q2 in support of mid-year review;*
3. *Multi-year allocations for all projects and initiatives to be completed by March 31st 2021 in the Integrated Business Plan;*
4. *IPMC to continue to provide oversight, and provide advice regarding any corrective action that is required; and*
5. *Staffing plans to be reviewed and adjusted based on achievability in advance of Q2 in support of mid-year review; and*
6. *Continue to monitor impacts of COVID on Q2 forecast, including assumptions used by business lines, as well as reallocation opportunities.*



Agency Summary Portfolio Dashboard Financial Situation

Portfolio	Program Inventory		2020-21 Financial Situation (In Millions)									
			Vote 1					Vote 5				
	PI	PI Name	Budget	Forecasted Expenditures	Net Position	Net Position as % of Budget	Lapse at Risk V1	Budget	Forecasted Expenditures	Net Position	Net Position as % of Budget	Lapse at Risk V5
I&E Border Management	10100	Targeting	83.4	34.8	48.7	58.3%	44.5	0.0	0.4	-0.4	-30694.7%	0.0
	10200	Intel. Collec. & Analysis	105.9	62.7	43.1	40.8%	37.9	0.9	0.6	0.4	38.6%	0.2
	10300	Security Screening	12.0	12.3	-0.3	-2.6%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		201.3	109.8	91.5	45.5%	81.4	0.9	0.9	-0.0	-0.1%	0.0
I&E Border Enforcement	20100	Immigration Investi.	57.6	65.0	-7.4	-12.8%	0.0	0.3	0.0	0.3	100.0%	0.2
	20200	Detentions	89.4	66.4	23.0	25.7%	18.5	1.0	0.0	1.0	99.7%	0.8
	20300	Hearings	42.1	35.5	6.7	15.9%	4.6	0.0	0.0	0.0	0.0%	0.0
	20400	Removals	70.4	41.4	29.0	41.2%	25.5	0.0	0.0	0.0	0.0%	0.0
	20500	Criminal Investigations	31.2	33.2	-2.0	-6.5%	0.0	0.1	0.3	-0.2	-140.3%	0.0
	Total		290.6	241.4	49.2	16.9%	34.7	1.4	0.3	1.1	79.2%	0.8
Traveller	10400	Travel. Facil. & Compli.	555.9	471.3	84.6	15.2%	56.8	30.1	19.5	10.6	35.1%	4.5
	10700	Trusted Traveller	21.4	18.0	3.3	15.7%	2.3	5.8	0.7	5.1	87.3%	3.9
	Total		577.3	489.4	87.9	15.2%	59.0	35.9	20.3	15.6	43.5%	8.4
Commercial & Trade	10500	Comm.-Trade Facil. & Comp	339.8	356.5	-16.7	-4.9%	0.0	96.9	77.0	19.8	20.5%	0.5
	10600	Anti-Dumping & Counterv.	10.7	8.7	2.0	18.9%	1.5	0.0	0.0	0.0	0.0%	0.0
	10800	Trusted Trader	12.4	9.1	3.4	27.0%	2.7	1.2	1.7	-0.6	-48.7%	0.0
	Total		363.0	374.3	-11.3	-3.1%	0.0	98.0	78.8	19.3	19.7%	0.0
Finance and Corporate Management	10900	Recourse	16.6	16.9	-0.3	-1.8%	0.0	0.0	0.0	0.0	0.0%	0.0
	11100	Buildings and Equipment	88.2	88.3	-0.1	-0.1%	0.0	90.1	76.9	13.2	14.7%	0.0
	30500	Financial Management	71.9	31.1	40.8	56.8%	37.2	0.4	0.4	-0.0	-2.4%	0.0
	30800	Real Property Management	27.5	23.6	3.9	14.2%	2.5	0.0	0.3	-0.3	0.0%	0.0
	30900	Materiel Management	5.7	4.6	1.0	18.4%	0.8	5.6	5.4	0.2	3.5%	0.0
	31000	Acquisition Management	5.9	5.9	-0.0	-0.1%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		215.7	170.3	45.4	21.0%	34.6	96.1	83.0	13.1	13.6%	0.0
Human Resources	11000	Force Generation	73.6	56.8	16.8	22.8%	13.1	1.4	1.2	0.2	16.2%	0.0
	30400	Human Resources Mngt.	50.0	57.6	-7.5	-15.1%	0.0	0.5	1.4	-1.0	-211.9%	0.0
	Total		123.7	114.4	9.3	7.5%	3.1	1.8	2.6	-0.7	-40.6%	0.0
Information Science and Technology	11200	Field Technology Support	31.6	35.6	-4.0	-12.7%	0.0	32.5	14.3	18.3	56.1%	11.7
	30600	Information Management	19.5	6.1	13.5	68.8%	12.5	0.0	0.0	0.0	0.0%	0.0
	30700	Information Technology	121.0	136.4	-15.3	-12.7%	0.0	1.7	3.1	-1.4	-84.9%	0.0
	Total		172.2	178.0	-5.9	-3.4%	0.0	34.2	17.4	16.8	49.2%	10.0
Legal Services	30300	Legal Services	16.8	17.3	-0.5	-2.9%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		16.8	17.3	-0.5	-2.9%	0.0	0.0	0.0	0.0	0.0%	0.0
Strategic Policy	30200	Communications Services	15.0	11.6	3.4	22.7%	2.7	0.0	0.0	0.0	0.0%	0.0
	Total		15.0	11.6	3.4	22.7%	2.7	0.0	0.0	0.0	0.0%	0.0
Management and Oversight	30100	Management and Oversight	83.0	97.2	-14.2	-17.2%	0.0	0.0	0.0	0.0	100.0%	0.0
	Total		83.0	97.2	-14.2	-17.2%	0.0	0.0	0.0	0.0	100.0%	0.0
EBP Conversion	99999	EBP Conversion	-34.7	0.0	-34.7	100.0%	0.0	0.2	0.0	0.2	100.0%	0.1
	Total		-34.7	0.0	-34.7	100.0%	0.0	0.2	0.0	0.2	100.0%	0.1
Grand Total			2,023.8	1,803.8	220.0	10.9%	118.8	268.5	203.2	65.3	24.3%	11.6

FCMB Assurance: The above table combines all Major Expenditure Categories, summarizes them by Program Inventory (PI) and Internal Service (IS), and groups these by the Branches responsible for each. The position represented in this table is reflective of how the **surplus of \$285M** would appear at year end. It also illustrates the challenges facing the Agency in implementing FMM as the figures when viewed by PI and IS will include amounts which Branches are not accustomed to managing including the reserve (see slides 56-57)



2020-21 Resourcing Strategy

Resourcing Strategy (In Millions)	Vote 1					Vote 5				
	Salary	Non Salary	Vote 1	Net position as % of Budget	Lapse at Risk	Capital Salary	Capital	Vote 5	Net position as % of Budget	Lapse at Risk
Regular Base (p. 9)	60.6	-28.3	32.3	2.2%	-40.3	3.8	-10.9	-7.1	-3650%	-7.2
Initiatives (p. 9)	36.4	87.2	123.6	47.8%	110.7	-0.0	10.4	10.4	43%	5.6
Projects - TB Funded (p.10)	26.2	51.0	77.2	59.1%	70.7	10.8	44.7	55.5	31%	19.4
Projects - Internally Funded (p. 10)	4.8	3.3	8.2	25.4%	6.6	-1.6	-1.5	-3.1	-18%	-6.6
Controlled Funds (p. 11)	-0.9	-19.8	-20.7	-14.8%	-27.7	0.0	9.6	9.6	21%	0.4
Corporate Account (p. 11)	0.0	-0.6	-0.6	-7.4%	-1.1	0.0	0.0	0.0		
Net Position (Adjusted)	127.3	92.8	220.0	10.9%	118.8	13.0	52.3	65.3	24%	11.6
Earmarked:										
eManifest ^{SPA}	15.0	3.3	18.3					0.0		
Security Certificate Division 9 ^{SPA}	0.2	0.2	0.3					0.0		
SPA under review	4.0		4.0					0.0		
TB Funded Project Development ¹ (p.45-46)	27.0	47.0	74.1			10.8	43.7	54.5		
Reprofiles (non-project)										
DID (Drug Impaired Driving)	0.5	0.7	1.2			0.0	0.6	0.6		
G&G (Guns and Gangs)	1.1	0.8	1.9			0.0	12.4	12.4		
Asylum/Irregular Migration	14.5	63.2	77.7					0.0		
Total Earmarked (p. 51)	62.2	115.2	177.4			10.8	56.7	67.5		
Adjusted Net Position After Earmarks	65.1	-22.4	42.7			2.2	-4.4	-2.2		
Carry-forward Requests										
Dynamic Risking	0.7	1.3	1.9					0.0		
Subtotal	0.7	1.3	1.9			0.0	0.0	0.0		
Total Requests	0.7	1.3	1.9			0.0	0.0	0.0		
Final Net Position	64.4	-23.7	40.7			2.2	-4.4	-2.2		

¹ Includes CARM maintenance (SPA) and project reprofiles

Decision Item 1: Approve in principle - carry-forward request for Dynamic Risking (\$1.9M V1)

Vote 1 Anticipated Lapse \$220M primarily relates to:

- \$123.6M – Initiatives (excluding Projects) (refer to p.42-43) :
 - \$93.2M Asylum / Irregular Migration (AIM)
 - \$77.6M reprofile under development
 - \$18.2M eManifest (primarily 19-20 C/F SPA)
 - \$5.7M Efficiency and Modernization Program
 - \$2.7M Guns and Gangs
 - \$2.1M African Swine Fever
- \$85.4M Projects (refer to p.45) :
 - \$77.2M TB Funded Projects:
 - \$52.2M Development primarily:
 - \$12.3M CARM
 - \$9.6M ICSI - Marine Container Examination
 - \$9.4 GHIB
 - \$6.4M Biometrics Expansion
 - \$5.1M Entry Exit
 - \$25M Maintenance
 - \$21.8M CARM
 - \$2.2M NIDF
 - \$8.2M Internally Funded Projects

Unallocated projects (including AIM): \$221M (refer to p.47)

Reprofiles (project): TB Funded Development earmark includes official Reprofile requests submitted to TBS for:

- G&G (AWF): \$1.9M Vote 5
- GHIB \$8.5M Vote 1
- Lacolle: \$12.1M Vote 5
- MCEF: \$5.6M Vote 5
- PMI: \$8.1M Vote 5
- PPP: \$11.5M (\$3.3M V1; \$8.2M V5)

Controlled Funds (CF) (refer to p.48)

- V1 deficit \$20.7M – primarily related to budget re-alignment underway from regular base to CF
- V5 surplus \$9.6M - \$5.0M under review, with the balance primarily related to forecast re-alignment underway from regular base to CF

Ongoing Monitoring

- Vote 5 Final net position deficit of \$2.2M under review
- Traveller and FCMB Branches are currently monitoring operational requirements and costs associated with the Coronavirus outbreak. Funding may be required
- Continue to monitor COVID and impact on Q2 Agency forecast, and potential opportunities for reallocation



IBP Regional PI Re-alignment

		In Thousands		
PI Portfolio Lead	PI	Sender	Receiver	Net Impact
Financial Management	10900 - Recourse	159		-159
	11100 - Buildings and Equipment	208		-208
	30500 - Financial Management		269	269
	30800 - Real Property Services	221		-221
	30900 - Material Services	333	26	-307
	31000 - Acquisition Services	183	145	-38
Financial Management Total		1,103	440	-663
Information & Technology Management	30600 - Information Management	758	13	-745
	30700 - Information Technology	390	27	-364
Information & Technology Management Total		1,149	40	-1,109
Intelligence & Enforcement	10100 - Targeting	175		-175
	10200 - Intelligence Collection and Analysis	126	1,192	1,066
	20100 - Immigration Investigations	18	807	790
	20200 - Detentions	3,181	244	-2,937
	20300 - Hearings	596	111	-485
	20400 - Removals	631	17	-614
	20500 - Criminal Investigations	7	619	612
Intelligence & Enforcement Total		4,734	2,991	-1,743
Travellers	10400 - Traveller Facilitation and Compliance	6,887	4,983	-1,904
	10700 - Trusted Traveller	1,670	368	-1,303
Travellers Total		8,557	5,350	-3,207
Commercial & Trade	10500 - Commercial-Trade Facilitation and Compliance	2,536	8,538	6,002
	10800 - Trusted Trader	63		-63
Commercial & Trade Total		2,599	8,538	5,938
Human Resources	30400 - Human Resources Management Services	41		-41
Human Resources Total		41	-	-41
Management and Oversight (Regions)	30100 - Management and oversight	1,812	2,342	530
Management and Oversight Total		1,812	2,342	530
Other/EBP	99999 - EBP Reserve		295	295
Other/EBP Total		-	295	295
Grand Total		19,995	19,995	0

Cumulative adjustments being brought forward:

- Functional management model changes post 2019-20 initial multi-year budgets
- Changes identified via 2020-21 to 2022-23 IBP which had reduced approval timelines due to COVID

*Decision Item 2:
Approve permanent program inventory re-alignment identified via regional 2020-21 to 2022-23 IBPs*

Note: FCMB and HRB Portfolio VPs have approved all IBP PI adjustments under their respective portfolio. Refer to slide 52 for detailed re-alignment by region



Budget adjustments

Item		Branch	Program Inventory/PI Portfolio	Vote 1 (\$000s)			Temporary (in-year)	Permanent	Decision Requested
				Salary	Non Salary	Total			
Program Inventory Realignment									
1	Drug and Impaired Driving	ISTB	Traveller Facilitation and Compliance	-2	-7	-9	X		FIMC to approve the permanent PI adjustment with Functional lead VPs support (Travellers and I&E)
	Targeting		2	7	9				
	Information Technology		-3	-50	-53				
	Traveller Facilitation and Compliance		3	50	53				
2	Realignment of PI authorities as per approved IBP	FCMB	Commercial Trade Facilitation and Compliance		157	157	X		Approved by CFO and seeking approval from impacted Enabling (HR and ISTB) and Functional VP (Commercial)
			Financial Management Portfolio*	-1,811	290	-1,521			
			Management and oversight (FCMB)	-549	61	-488			
			Human Resources Mgmt. Services	1,672	-63	1,609			
			Information Technology	688	-446	243			
3	Realignment of PI authorities for future years	FCMB	Financial Management Portfolio*	-1,680	-	-1,680	X		FIMC to approve the permanent PI adjustment with Enabling lead VP (HRB) support
	Human Resources Mgmt. Services	1,680		1,680					
4	Realignment of PI authorities for in-year and future years	SPB	Travellers Portfolio*	-800	-68	-868	X		FIMC to approve the permanent PI adjustment with Functional lead VPs (I&E, Travellers & Commercial) support
			Anti-Dumping and Countervailing	-7		-7			
			Intelligence & Enforcement Portfolio*	-2,468	-246	-2,714			
			Management and oversight (SPB)	3,275	314	3,589			
Branch to Branch - Budget Transfers									
5	Branches transfer fund to SPB for Web Coder	SPB	Communication Services	396	9	405	X		Approved by all impacted HQ Branch VPs and seeking FIMC approval of the permanent branch to branch transfer
		IEB	Management and oversight	-148	-3	-151			
		CTB	Anti-Dumping and Countervailing	-62	-2	-63			
		Travellers	Traveller Facilitation and Compliance	-124	-3	-127			
		ISTB	Information Technology	-62	-2	-63			
6	GCMS Support Unit (CGSU)	Travellers	Traveller Facilitation and Compliance	670	26	696	X		Approved by HQ Branch VPs and seeking Functional VP support (I&E) and FIMC approval of this permanent
		ISTB	Targeting	-670	-26	-696			
Transfer from FIMC Reserve									
7	Nationalization transfers for MM, Security and Infrastructure/Real Property (College)	HRB	Force Generation	95		95	X		Permanent transfer from FIMC reserve to compensate Nationalized activities
		FCMB	Material Management	147	2	149			
		FIMC Reserve		-243	-2	-245			
Transfer to FIMC Reserve									
8	Return CTOB funding	CTO	Management and oversight		-236	-236	X		Request to transfer base funding to reserve
		FIMC Reserve			236	236			
9	Return MCEF development funding	Travellers	Commercial-Trade Facilitation and Compliance		-1,400	-1,400	X		Request to transfer project funding to reserve
		FIMC Reserve			1,400	1,400			
10	Return TTT FAST development funding	Travellers	Trusted Trader		-2,027	-2,027	X		Request to transfer project funding to reserve
		FIMC Reserve			2,027	2,027			
11	Return Next Generation Handheld Devices funding	Project Reserve	Traveller Facilitation and Compliance	-10	-382	-392	X		NGHH revised requirement in capital so requesting the transfer of the vote-1 funding to reserve
		FIMC Reserve		10	382	392			
Item		Branch	Program Inventory/ PI Portfolio	Vote 5 (\$000s)			Temporary (in-year)	Permanent	Approvals
				Capital Salary	Capital	Total			
Transfer from/to FIMC Reserve									
12	Next Generation Handheld (NGHH) Devices	Project Reserve	Traveller Facilitation and Compliance	-127	557	430	X		NGHH transferring capital salary to reserve and seeking funding in capital. Net increase of \$37k from previously approved amount (\$519k ¹) to revised capital requirement of (\$557k)
		FIMC Reserve		127	-557	-430			

¹ \$519k is comprised of \$392k from Item 11 + \$127k from Item 12

*Refer to slide 53 for program inventory details

Decision Item 3A: Approve program inventory realignments requested by Branches;

Decision Item 3B: Approve permanent Branch to Branch transfers;

Decision Item 3C: Approve transfers from FIMC Reserve;

Decision Item 3D: Approve transfers to FIMC Reserve;

Decision Item 3E: Approve authority realignment for NGHH



Major Expenditure Categories (MEC)

Detailed Breakdown



Major Expenditure Category 1 – Operational Base Net Position

Branch/Initiative	OPI Branch	Vote 1						Vote 5					
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	
						\$	%					\$	%
Regular Base													
President's Office		1.7	1.4	0.3	16.8%	0.2	11.8%	0.0	0.0	0.0	0.0%	0.0	0.0%
Audit & Evaluation		5.9	5.8	0.1	1.5%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Legal		16.6	17.3	-0.7	-4.0%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
CARM Branch		0.0	0.0	0.0	0.0%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Finance & Corporate Management Branch		90.4	98.3	-7.9	-8.7%	0.0	0.0%	0.5	5.1	-4.6	-913.2%	0.0	0.0%
Human Resources Branch		92.9	102.8	-9.9	-10.6%	0.0	0.0%	1.4	1.2	0.2	16.2%	0.0	0.0%
Strategic Policy Branch		52.4	54.7	-2.2	-4.3%	0.0	0.0%	0.0	0.2	-0.2	0.0%	0.0	0.0%
Information, Science & Technology Branch		96.6	101.1	-4.5	-4.7%	0.0	0.0%	0.0	0.6	-0.6	0.0%	0.0	0.0%
Chief Transformation Officer Branch		6.8	6.5	0.3	4.8%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Travellers Branch		24.0	26.9	-2.9	-12.2%	0.0	0.0%	1.0	0.0	1.0	100.0%	0.8	80.0%
Commercial and Trade Branch		40.7	43.8	-3.0	-7.5%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Intelligence & Enforcement Branch		62.1	68.4	-6.3	-10.1%	0.0	0.0%	0.2	0.2	0.0	2.5%	0.0	0.0%
Atlantic Region		64.9	63.6	1.3	2.0%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Quebec Region		183.8	173.3	10.5	5.7%	1.3	0.7%	0.0	0.1	-0.1	0.0%	0.0	0.0%
Northern Ontario Region		56.5	56.9	-0.4	-0.7%	0.0	0.0%	0.0	0.0	-0.0	0.0%	0.0	0.0%
Greater Toronto Area Region		217.7	204.2	13.4	6.2%	2.6	1.2%	0.0	0.0	0.0	0.0%	0.0	0.0%
Southern Ontario Region		135.2	135.2	0.0	0.0%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Prairie Region		106.4	102.6	3.8	3.6%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Pacific Region		164.2	158.6	5.7	3.4%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Reserve ⁽¹⁾		34.7	0.0	34.7	100.0%	32.9	95.0%	-2.8	0.0	-2.8	100.0%	0.0	0.0%
Subtotal - Regular Base		1,453.6	1,421.3	32.3	2.2%	0.0	0.0%	0.2	7.3	-7.1	-3650.4%	0.0	0.0%
Initiative					0.0%	0.0	0.0%				0.0%	0.0	0.0%
African Swine Fever	CTB	7.1	5.0	2.1	29.8%	1.8	24.8%	0.0	0.0	0.0	0.0%	0.0	0.0%
Alternatives to Detention	IEB	8.3	7.8	0.5	6.4%	0.1	1.4%	0.0	0.9	-0.9	0.0%	0.0	0.0%
Duty to Relief	CTB	2.5	2.6	-0.0	-1.2%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Efficiency and Modernization Program	FCMB	7.1	1.4	5.7	80.6%	5.4	75.6%	0.0	0.0	0.0	0.0%	0.0	0.0%
eManifest	CTB	74.8	56.5	18.3	24.4%	14.5	19.4%	0.0	0.0	0.0	0.0%	0.0	0.0%
Guns and Gangs*	CTB	5.4	2.7	2.7	49.9%	2.4	44.9%	20.4	10.1	10.4	50.8%	6.3	30.8%
Irregular Migration & Incremental Asylum	IEB	142.5	49.3	93.2	65.4%	86.1	60.4%	1.1	0.3	0.9	77.7%	0.6	57.7%
Opioid / Fentanyl*	CTB	6.6	5.9	0.7	10.8%	0.4	5.8%	2.6	2.6	0.0	0.0%	0.0	0.0%
Security Certificate Division 9	IEB	2.9	2.6	0.3	10.6%	0.2	5.6%	0.0	0.0	0.0	0.0%	0.0	0.0%
Trade Base Money Laundering	IEB	1.4	1.4	0.0	2.7%	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0%
Subtotal - Initiative		258.7	135.1	123.6	47.8%	110.7	42.8%	24.1	13.7	10.4	43.1%	5.6	23.1%
Total - Operational Base		1,712.3	1,556.4	155.9	9.1%	70.3	4.1%	24.3	21.0	3.3	13.5%	0.0	0.0%

⁽¹⁾ Reserve includes anticipated adjustments

* Horizontal Initiatives

Refer to slides 39-44 for further details



Major Expenditure Category 2 – Projects Net Position

Project	OPI Branch	WBS	Current Project Phase	Vote 1 (In Millions)						Vote 5 (In Millions)								
				Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of	Lapse at Risk				
								\$	%					\$	%			
Projects - TB Funded																		
All Weather Facility*	FCMB	C-00068	4	0.3	0.0	0.2	94.0%	0.2	89.0%	7.6	8.4	-0.7	-9.4%					
Biometrics Expansion	ISTB	C-00032	6	9.8	3.7	6.1	62.1%	5.6	57.1%	2.3	0.0	2.3	99.4%	1.8	79.4%			
BTB - Lacolle Traveller**	FCMB	C-00007	N/A	0.0		0.0	100.0%	0.0	95.0%	12.1		12.1	100.0%	9.6	80.0%			
BTB - North Portal	FCMB	C-00006	5		0.0	-0.0				6.4	6.6	-0.1	-2.3%					
CARM	CARM	C-00015	5	42.3	8.1	34.1	80.8%	32.0	75.8%	75.0	51.3	23.7	31.6%	8.7	11.6%			
Enterprise Data Analytics	SPB	C-00047	N/A	14.2	13.6	0.6	4.3%											
Entry-Exit	Travellers	C-00027	5	10.3	7.3	3.1	29.5%	2.5	24.5%	2.3	4.0	-1.7	-72.6%					
Gordie Howe International Bridge POE	FCMB	C-00043	4	9.8	0.3	9.4	96.5%	8.9	91.5%	0.1		0.1	100.0%	0.0	80.0%			
ICSI - Marine Container Examination**	CTB	C-00020	5	15.8	4.8	11.0	69.8%	10.2	64.8%	10.8	5.2	5.6	51.7%	3.4	31.7%			
Integrated Staffing Solution (ISS)	HRB	C-00061	N/A		0.2	-0.2				0.5	1.4	-1.0	-215.9%					
Interactive Advance Passenger Information	Travellers	C-00018	6	4.5	3.5	1.0	22.1%	0.8	17.1%	0.0	0.0	0.0	0.0%					
Passenger Protect Program**	Travellers	C-00056	5	4.0	1.0	3.1	75.5%	2.9	70.5%	17.2	9.0	8.3	48.0%	4.8	28.0%			
POEMS (Port of Entry Management System)	CTB	C-00062	5	0.2	0.3	-0.2	-117.3%											
Postal Modernization Initiative (PMI)**	CTB	C-00013	5	1.6	0.7	0.9	54.6%	0.8	49.6%	10.3	2.0	8.3	80.6%	6.2	60.6%			
RFID Initiative	Travellers	C-00026	Completed	0.2	0.2	0.0	9.9%	0.0	4.9%									
Strengthening the National Immigration Detention Framework	IEB	C-00044	N/A	7.7	5.1	2.6	33.8%	2.2	28.8%	35.3	36.3	-1.0	-2.7%					
Traveller Processing Modernization	Travellers	C-00060	N/A								0.4	-0.4						
Trusted Trader - FAST	CTB	C-00037	5	3.2	1.2	2.0	63.1%	1.9	58.1%	0.8	0.3	0.5	63.5%	0.3	43.5%			
Asylum Interoperability Project (AIP)	IEB	C-00071	N/A	6.9	3.4	3.5	50.4%	3.1	45.4%		0.3	-0.3						
Subtotal - TB Funded Projects							130.6	53.4	77.2	59.1%	70.7	54.1%	180.7	125.2	55.5	30.7%	19.4	10.7%
Projects - Internally Funded																		
Canadian Export Reporting System	CTB	C-00046	5	3.6	1.6	1.9	53.7%	1.7	48.7%	1.1	3.2	-2.1	-187.4%					
Chain of Trust - Advance Traveller Information	Travellers	Traveller	N/A	1.4	1.1	0.4	26.9%	0.3	21.9%	0.5	3.1	-2.6	-574.9%					
Dynamic Risking	Travellers	Traveller	3	6.0	3.2	2.8	46.8%	2.5	41.8%	0.2	0.3	-0.1	-74.1%					
E-Commerce Risk Assessment-Postal & LVS	Travellers	Traveller	N/A	1.9	0.0	1.8	99.0%	1.7	94.0%	5.2	6.4	-1.2	-23.6%					
Enterprise Case Management Solution	Travellers	Traveller	3	0.8	1.3	-0.5	-61.8%			2.1	2.0	0.1	3.9%					
ERASS 2	ISTB	C-00053	6	0.5	0.3	0.2	37.2%	0.2	32.2%									
Land Border Crossing Project	FCMB	C-00051	3	3.6	4.3	-0.7	-20.0%				0.0	-0.0						
Master Data Management	ISTB	C-00045	Completed	5.1	4.2	0.9	17.6%	0.6	12.6%									
National Application Realization to Traveller Applications – S/O/R & PAXIS	ISTB	C-00057	N/A		0.1	-0.1				2.0	0.3	1.7	86.6%	1.3	66.6%			
Next Handheld Device	Travellers	C-00064	5	2.3	1.9	0.3	15.1%	0.2	10.1%	0.6	1.0	-0.4	-62.6%					
Nexus Modernization	Travellers	C-00066	5	0.4	0.2	0.3	62.8%	0.3	57.8%	0.8	0.7	0.0	2.6%					
Pay Modernization	HRB	C-00003	6	0.8	0.9	-0.1	-8.4%											
Planning Budgeting and Forecasting	FCMB	C-00022	5							0.4	0.4	-0.0	-2.4%					
Primary Inspection Kiosk 1.0	Travellers	C-00033	Completed	1.7	1.6	0.1	4.6%				0.1	-0.1						
Secure Corridor Concept	CTB	C-00049	N/A	0.2	0.0	0.2	91.0%	0.2	86.0%	1.8	1.5	0.3	19.1%					
Service Oriented Architecture	ISTB	C-00055	6	2.8	2.7	0.1	4.7%											
Mobile Border	Travellers	C-00072	3	1.0	0.5	0.5	51.4%	0.5	46.4%	2.7	1.4	1.3	49.3%	0.8	29.3%			
Subtotal - Internally Funded Projects							32.2	24.0	8.2	25.4%	6.6	20.4%	17.3	20.4	-3.1	-17.9%		
Total - Projects							162.8	77.4	85.4	52.5%	77.3	47.5%	198.0	145.6	52.4	26.5%	12.8	6.5%

* Horizontal Initiatives

** Reprofile or Carryforward Request Received

Refer to slides 45-47 for further details



Major Expenditure Category 3 - Controlled Funds Net Position

Controlled Fund/Corporate Account	OPI Branch	Vote 1 (In Millions)						Vote 5 (In Millions)					
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	
						\$	%					\$	%
Controlled Fund													
CRA Regional Serv.MOU Controlled Fund	ISTB	25.4	25.4										
Defensive Equipment CF	HRB	3.1	3.5	-0.4	-14.5%								
Detection Technology & Lab CF	ISTB	7.3	7.2	0.1	2.0%			14.5	9.5	5.0	34.5%	2.1	14.5%
Fleet Controlled Fund	FCMB	1.4	1.2	0.2	10.9%	0.1	5.9%	5.4	5.4	0.0	0.4%		
IT Asset Lifecycle Controlled Fund	ISTB	8.3	8.3					0.3		0.3	100.0%	0.3	80.0%
POE Infrastructure Controlled Fund	FCMB	45.9	47.4	-1.5	-3.3%			21.1	16.4	4.7	22.3%	0.5	2.3%
Radio Controlled Fund	ISTB	8.7	14.5	-5.8	-66.2%			0.6	1.3	-0.7	-123.9%		
Shared Infrastructure Platform (SIP)	ISTB	23.4	23.4										
Imm. Refugees & Citizenship Canada - CF	ISTB		7.4	-7.4									
Shared Services Canada - Controlled Fund	ISTB		5.8	-5.8									
Public Services and Procurement Canada (PSPC) - Controlled Fund	ISTB		2.0	-2.0									
Closed Circuit Television Mgmt (CCTV)	FCMB	1.8	1.0	0.8	42.9%	0.7	37.9%	4.2	3.9	0.3	6.2%		
Public Prosecution Service of Canada (PPSC)	FCMB	5.0	4.8	0.3	5.0%								
Claims against the Crown	FCMB	2.0	2.0										
Uniform Program	Travellers	7.9	6.9	1.0	12.3%	0.6	7.3%						
Subtotal - Controlled Fund		140.1	160.8	-20.7	-14.8%			46.2	36.6	9.6	20.8%	0.4	0.8%
Corporate Accounts													
PILT	FCMB	4.1	4.7	-0.6	-15.3%								
Worker's Compensation	HRB	4.4	4.4										
Subtotal - Corporate Account		8.5	9.2	-0.6	-7.4%								
Grand Total		2,023.8	1,803.8	220.0	10.9%	118.8	5.9%	268.5	203.2	65.3	24.3%	11.6	4.3%

Refer to slides 48-49 for further details



Functional Portfolio Dashboards

Financials, Volumes, and Key Performance Indicators



Functional Portfolio Dashboard – Intelligence and Enforcement (Operational Base)

Program Inventory		Regular Base & Initiatives Financial Situation (In Millions)									
		2019-20		2020-21							
		Vote 1	Vote 5	Vote 1				Vote 5			
		Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk
Border Management											
Targeting	62.9		78.5	31.0	47.5	43.6		0.4	-0.4		
Intelligence Collection & Analysis	74.2	0.1	99.0	59.3	39.7	34.7	0.9	0.2	0.7	0.5	
Security Screening	11.9		12.0	12.3	-0.3						
Total	148.9	0.1	189.4	102.6	86.9	77.4	0.9	0.6	0.3	0.1	
Border Enforcement											
Immigration Investigations	40.1		57.6	65.0	-7.4		0.3		0.3	0.2	
Detentions	68.9		84.3	63.8	20.5	16.3			0.0		
Hearings	32.7		42.1	35.5	6.7	4.6			0.0		
Removals	46.5		70.4	41.4	29.0	25.5			0.0		
Criminal investigations	33.0		31.2	33.2	-2.0		0.1	0.3	-0.2		
Total	221.2		285.5	238.8	46.7	32.5	0.4	0.3	0.1	0.0	
Grand Total	370.1	0.1	475.0	341.4	133.6	109.8	1.3	0.9	0.4	0.2	

Key Metric Volumes													
Metric	2019-20						2020-21						
	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Under Development - TBC by Q2													
IMS cases opened	13,114	3,135	3,593	3,295	3,091		13,114	2,739	2,739	-	-	-	
IMS activities count	20,482	4,828	5,394	5,280	4,980		20,482	3,905	3,905	-	-	-	
Number of temporary resident security screenings	46,289	13,580	16,261	9,914	6,534		30,048	1,109	1,109	-	-	-	
Number of permanent resident security screenings	18,871	3,340	5,059	5,799	4,673		11,916	1,742	1,742	-	-	-	
Number of refugee security screenings	47,333	9,563	12,375	12,508	12,887		44,036	1,731	1,731	-	-	-	
Concluded immigration investigations	24,798	6,547	5,553	5,240	7,458		24,798	10,868	10,868	-	-	-	
A44 reports written inland	19,763	4,299	5,483	5,146	4,835		19,763	1,318	1,318	-	-	-	
Number of detention days (CBSA Facilities)	54,188	14,172	14,493	13,744	11,779		30,675	2,440	2,440	-	-	-	
Number of detention days (non-CBSA Facilities)	63,963	16,537	16,335	15,892	15,199		48,402	8,885	8,885	-	-	-	
Immigration division	11,600	3,020	2,907	2,986	2,687		11,600	931	931	-	-	-	
Immigration appeal division	7,297	2,161	1,720	1,848	1,568		7,297	325	325	-	-	-	
Refugee protection division	34,876	8,860	8,411	9,021	8,584		34,876	12,016	12,016	-	-	-	
Refugee appeal division	1,282	293	218	330	441		1,282	5	5	-	-	-	
Number of Inland Removals	8,781	1,736	1,889	2,299	2,857		8,606	1,794	1,794	-	-	-	
Number of Port of Entry Removals	2,684	751	831	623	479		2,684	107	107	-	-	-	
Cases opened	436	111	93	124	108		436	84	81	-	-	-	
Cases referred to the public prosecution service of Canada (PPSC)	177	43	42	46	46		124	13	13	-	-	-	

Note: Operational Base includes Regular Base and Initiatives

Targeting: Surplus will be reduced from \$47.5M to \$12M due to an ISTB forecast correction required in Q2 from C&T to I&E. The \$12M surplus is primarily related to the eManifest SPA funding carried forward from 2019-20 to 2020-21. Work underway to meet TBS conditions to release the ongoing eManifest funding will address the SPA.

Intelligence Collection and Analysis: Surplus will be reduced from \$39.7M to \$29.2M due to an ISTB forecast correction required in Q2 from C&T to I&E. In addition, \$6.5M of the surplus is related to the eManifest SPA funding carried forward from 2019-20 to 2020-21. Work underway to meet TBS conditions to release the ongoing eManifest funding will address the SPA.

The net surplus is \$22.7M.

- Cause / Issue: eMan forecasted under targeting instead of Intelligence and Analysis; AIM (Asylum Irregular Migration) Reserve (\$11M); AIP surplus from 2019-20
- Next step: adjust eManifest forecast; reprofile surplus AIM funding for future years' requirements; review consideration to carry forward for AIP surplus this fiscal and further assess need to reprofile in future years

Immigration Investigations: Deficit is eliminated via the AIM PI adjustment actioned in July. In addition, a reprofile is under consideration for AIM.

Detentions: Surplus is primarily related to impacts of COVID \$9.3M and AIM \$7.7M. A reprofile is under development consideration for AIM.

- Cause / Issue: movement across Canadian borders remains restricted; should the normal border operations not resume, surplus will likely grow
- Next step: AIM reprofile consideration

Removals: Surplus is primarily related to impacts of COVID and AIM. A reprofile is under development consideration for AIM.

- Cause / Issue: Covid limited CBSA capacity to execute Removal targets (base); movement across Canadian borders remains restricted, should the normal border operations not resume, surplus will likely grow
- Next step: AIM reprofile consideration

Intelligence and Enforcement Management Letter Apollo Document Number:



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

INTELLIGENCE AND ENFORCEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly	Status	Q1 Comparative Trends			General Comments/Rationale/Program Input
			Q1 Results			Target		Results	Volumes	Spend	
Immigration investigations identify persons inadmissible to Canada.	Imm. Inv.	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada.	69%	84%	22%	55%		↑	↑	↑	Reduced proactive road investigations, and increased in desk investigations to reduce inventory and exceed our targets.
CBSA detention decisions are risk-based and detention is used as a measure of last resort.	Detentions	Persons released from detention on Alternatives to Detention as a percentage of all persons detained.**	23.20%	62.7%	170%	10%		↑	↓	↑	PHAC guidance resulted in an Operational Bulletin with temporary measures resulting in releasing individuals, where it was safe to do so, on alternatives to detention.
		Percentage of individuals detained in appropriate facilities based on their assessed risk profile.*	88%	60%	-32%	85%		↓	↓		Majority of low risk individuals were released on ATD to prevent spread of Covid-19 in detention facilities.
CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada.	Hearings	Percentage of admissibility hearings, detention reviews and appeals where the Minister's position is upheld by the Immigration Division and Immigration Appeal Division.*	60%	74.10%	24%	70%		↑	↓	↗	No impact on this from COVID. Results are around the yearly target.
		Percentage of refugee hearings where the Minister's position is upheld by the Refugee Protection Division and the Refugee Appeal Division.*	75%	75.71%	N/A	70%		↑	↓		No impact on this from COVID. Results are around the yearly target.
Inadmissible persons subject to removal depart from Canada.	Removals	Percentage of high priority foreign nationals removed.	76%	50%	-34%	80%		↓	↓	↓	Removals postponed except Tier 1, voluntary compliance, and administrative removals. Tier 1 impacted by limited flights, strict international entry/exit regimes, and lack of removal travel documents.
		Percentage of removals with no known impediments.*	N/A	36%	N/A	80%		N/A	N/A		Removals postponed except Tier 1, voluntary compliance, and administrative. The majority of removals enforced in FY 20-21 are administrative under IRPA 240(3).

* Indicators that were added to the 2020-21 DRF

** Indicator that was reworded



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

INTELLIGENCE AND ENFORCEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q1 Comparative Trends			General Comments/Rationale/Program Input
			Q1 Results					Results	Volumes	Spend	
The CBSA’s intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians.	Targeting	Percentage of air travellers targeted for examination that led to an intended result.*	25.20%	12.40%	-51%	16%		↓	N/A	↗	The decrease in Q1 results due to decrease in air passenger traveler volumes and corresponding decrease in referrals. Since FY 2013-14, results are reported monthly in the Air Traveller Targeting Reporting Suites. The items tracked and the calculation methodology have changed over the years.
		Percentage of marine and air cargo targeted for examination that led to an intended result.*	0.36%	0.68%	89%	0.5%		↑	N/A		There is minimal impact resulting from the pandemic. Since FY 2013-14, results are reported monthly in the Air Cargo and Marine Cargo Targeting Reporting Suites. The items tracked and the calculations have varied slightly over the years.
People and businesses that are referred to Crown counsel for prosecution are convicted.	Crim. Inv.	Percentage of prosecutions concluded that result in a conviction.	85%	91%	7%	80%		↑	↓	↓	Although the conviction rate in a percentage doesn't convey the impact of Covid-19 on Criminal Investigations (CI) operations, in Q1 2020-21 there were only 12 cases concluded by PPSC representing significant decrease vs. last FY. Less cases being processed/concluded because courts were closed or less charges being laid by PPSC.

* Indicators that were added to the 2020-21 DRF



Intelligence and Enforcement - OPI View of Initiatives and Projects

Breakdown	Name	Vote 1 (In Millions)					Vote 5 (In Millions)				
		Budget	Q1 Forecast	Q1 Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Q1 Forecast	Q1 Net Position	Net Position as % of Budget	Lapse at Risk
Initiatives	Alternatives to Detention	8.3	7.8	0.5	6.4%	0.1		0.9	-0.9		
	Irregular Migration & Incremental Asylum	142.5	49.3	93.2	65.4%	86.1	1.1	0.3	0.9	77.7%	0.6
	Security Certificate Division 9	2.9	2.6	0.3	10.6%	0.2					
	Trade Base Money Laundering	1.4	1.4	0.0	2.7%						
Initiatives Total		155.2	61.1	94.1	60.7%	86.4	1.1	1.1	0.0	2.1%	
Projects - TB Funded	Asylum Interoperability Project (AIP)	6.9	3.4	3.5	50.4%	3.1		0.3	-0.3		
	Strengthening the National Immigration Detention Framework	7.7	5.1	2.6	33.8%	2.2	35.3	36.3	-1.0	-2.7%	
Projects - TB Funded Total		14.5	8.5	6.1	41.7%	5.3	35.3	36.6	-1.3	-3.7%	
Total		169.7	69.5	100.2	59.0%	91.7	36.4	37.7	-1.3	-3.5%	

Overall: The Vote 1 net position surplus is expected to increase by Q2, after final adjustments to the pending budget transfers and OCIs further reduce Vote 1 forecasts to continue to reflect COVID-19 realities. The Vote 5 deficit is temporary, and should be resolved when the forecast is revised by Q2. Work continues to ensure that B-Base funding is allocated to all OCIs and that forecasts are updated to reflect true capacity to spend against each project/ initiative.

Asylum - Irregular Migration: The Agency is proposing to re-profile approximately \$77.6M to future years, which will allow it to better meet future demands and demonstrate prudent financial management to Central Agencies.
(refer to IEB Operational Base slide 13 for further details)

Asylum Interoperability Project (AIP): The surplus position is largely due to last year's planned funding being carried forward to this fiscal year resulting from approval of the TB submission being too late in the previous fiscal year. Next steps during Q2 will include a revision of forecasted spending to further incorporate the impact of the pandemic and related capacity to incur project expenditures in 2020-21. IEB plans to carry-forward any 2020-21 lapse into next fiscal year, and will take a closer review at reprofiling 2021-22 funding to future years. Budget allocation to OCIs and forecast refinement is expected to be completed during Q2.

National Immigration Detention Framework (NIDF): Forecast is \$41.3M (\$2.0M in the regions), of which \$36.3M is forecasted as a Vote 5 capital requirements for the Laval Immigration Holding Center (IHC). Further discussions are required to determine the Vote 5 requirements for next year for the Immigration Holding Centres.



Functional Portfolio Dashboard – Traveller (Operational Base)

Program Inventory		Regular Base & Initiatives Financial Situation (in Millions)										Key Metric Volumes													
		2019-20		2020-21																					
		Vote 1 Actual Expenditures	Vote 5 Actual Expenditures	Vote 1		Vote 5		Vote 1		Vote 5		Metric	2019-20						2020-21						
PI Name	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Year End		Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Traveller Facilitation & Compliance	509.2	0.1	513.9	446.2	67.8	42.1	2.3	0.0	2.3	1.8	Number of travellers processed	94,633,903	25,032,803	30,617,702	21,260,608	17,722,790		94,633,903	2,081,889	2,081,889	-	-	-		
											Number of Immigration Exams	1,793,787	480,278	584,735	400,755	328,019		1,793,787	50,584	50,584	-	-	-		
											Number of Customs/ODG Examinations	1,146,333	334,431	337,931	268,243	205,728		1,146,333	26,292	26,292	-	-	-		
											Number of trusted travellers processed	9,779,989	2,605,844	2,672,260	2,477,551	2,024,334		9,779,989	69,660	69,660	-	-	-		
Trusted Traveller	18.9		20.9	17.8	3.1	2.0	5.0		5.0	4.0	Number of risk assessments completed (new, maintenance, and periodic)	466,394	163,725	139,967	139,570	23,132		466,394	86,763	86,763	-	-	-		
											Number of completed enrollment interviews	241,380	59,981	66,213	64,961	50,225		241,380	-	-	-	-	-		
	528.1	0.1	534.9	464.0	70.9	44.1	7.3	0.0	7.3	5.8															

Note: Operational Base includes Regular Base and Initiatives

Due to the travel restrictions currently in place, including the temporary suspension of the NEXUS program, traveller volumes have reduced significantly resulting in

- \$33.9M operational surplus forecasted in Traveller Facilitation and Compliance
- \$3.1M operational surplus in Trusted Traveller

An additional \$33.7M is pending PI realignment and/or pending OPI allocation (primarily irregular migration nearing completion)

An additional \$7.4M remains in the unencumbered FIMC Reserve

As a result of travel restrictions overtime, planned staffing, travel and other variable forecasts have been adjusted across the Traveller Portfolio. It is also anticipated that within Traveller Facilitation and Compliance the regional surplus of \$31.0M will offset any pressures caused by the program's pandemic response (\$6.1M) and shortfalls previously anticipated through the Travellers 2020-23 IBP.

Additional information:

- Travellers HQ reorganization was finalized at the close of Q1 with several budget transfers still pending with impacts to be reflected at Q2
- Estimated business resumption dates have varied across the Travellers Portfolio causing inconstant forecasting assumptions
- Several regions have highlighted PI change requirements within their IBPs which have been echoed at Q1 – for discussion at Q1 FIMC and consideration for in year transfers to be reviewed at Q2

Next Steps:

- Continue monitoring COVID-19 response related expenditures
- Realign program financials to reflect incoming functions from Intelligence & Enforcement for Q2
- Conduct Q2 review to identify potential opportunities for in-year transfers to other functions

Traveller's Management Letter Apollo Document Number:



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

TRAVELLERS BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q1 Comparative Trends			General Comments/Rationale/Program Input
			Q1 Results					Results	Volumes	Spend	
Admissible travellers are processed in an efficient manner.	Traveller Facilitation & Compliance	Percentage of time the CBSA is meeting the Highway Border Wait Time Service Standard.	95.36%	99.29%	3.93%	95%		↗	↓	↓	With overall traveller volume reduced by more than 90% in Q1, there were fewer BWT delay incidents.
		Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports.	92.24%	87.52%	-4.72%	95%		↘	↓		Due to COVID-19 enhanced screening and social distance requirements, air POEs have increased their facilitation efforts by processing more travellers through conventional PIL.
		Actual availability of Primary Inspection Kiosks as a percentage of planned availability.	99.89%	99.99%	0.10%	99%		→	→		There is no impact on the system availability of the Kiosks.
Travellers and their goods are compliant with applicable legislation.		Percentage of traveller examinations that produced a result (enforcement or facilitation action).	51.19%	78.40%	27.21%	35%		↑	N/A		Travel restrictions have limited the foreign nationals arriving in Canada, resulting in a higher than normal traveller examination rate.
		Traveller goods selective examination resultant rate is X times higher than random examination resultant rate in the air mode.*	N/A	15X	N/A	10X		N/A	N/A		Due to low air volume, both selective and random referral volumes are too small to produce statistically meaningful result on this KPI.
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners.	Trusted Traveller	Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard	98.05%	99.97%	1.92%	95%		↗	↓	↓	Volume decreases in NEXUS lanes have resulted in fewer BWT delay incidents.
		Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry.*	N/A	48.34%	N/A	40%		N/A	↓		Trusted Traveller Kiosk time savings levels are as expected. This KPI is not affected by the COVID-19 travel restrictions.
		Percentage of increase in NEXUS passages.*	N/A	-97.39%	N/A	2.50%		↓	↓		With overall traveller volume has reduced by more than 90%, we will not be able to meet the target rate of this KPI.

* Indicators that were added to the 2020-21 DRF



Traveller - OPI View of Initiatives, Projects, and Controlled Funds

Breakdown	Name	Vote 1 (In Millions)					Vote 5 (In Millions)				
		Budget	Q1 Forecast	Q1 Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Q1 Forecast	Q1 Net Position	Net Position as % of Budget	Lapse at Risk
Projects - Internally Funded	Chain of Trust - Advance Traveller Information	1.4	1.1	0.4	26.9%	0.3	0.5	3.1	-2.6	-574.9%	
	Dynamic Risking	6.0	3.2	2.8	46.8%	2.5	0.2	0.3	-0.1	-74.1%	
	Next Handheld Device	2.3	1.9	0.3	15.1%	0.2	0.6	1.0	-0.4	-62.6%	
	Nexus Modernization	0.4	0.2	0.3	62.8%	0.3	0.8	0.7	0.0	2.6%	
	Primary Inspection Kiosk 1.0	1.7	1.6	0.1	4.6%			0.1	-0.1		
	Mobile Border	1.0	0.5	0.5	51.4%	0.5	2.7	1.4	1.3	49.3%	0.8
Projects - Internally Funded Total		12.9	8.5	4.4	34.2%	3.8	4.7	6.6	-1.9	-39.6%	
Projects - TB Funded	Entry-Exit	10.3	7.3	3.1	29.5%	2.5	2.3	4.0	-1.7	-72.6%	
	Interactive Advance Passenger Information	4.5	3.5	1.0	22.1%	0.8	0.0	0.0	0.0	0.0%	
	Passenger Protect Program	4.0	1.0	3.1	75.5%	2.9	17.2	9.0	8.3	48.0%	4.8
	RFID Initiative	0.2	0.2	0.0	9.9%	0.0					
	Traveller Processing Modernization							0.4	-0.4		
Projects - TB Funded Total		19.1	11.9	7.1	37.4%	6.2	19.6	13.4	6.2	31.5%	2.3
Controlled Funds	Uniform Program	7.9	6.9	1.0	12.3%	0.6					
Controlled Funds Total		7.9	6.9	1.0	12.3%	0.6					
Total		39.8	27.3	12.5	31.4%	10.5	24.3	20.0	4.3	17.8%	

Chain of Trust - Advance Traveller Information: The overall deficit is due to the inclusion of forecasted costs for unfunded deliverables (pilot & Nexus 2) under the COT umbrella. These deliverables require FIMC approval before moving forward. The OPI has decided to postpone portions of the project and move forward with only KTDI and the pilot. It is anticipated that KTDI will be completed this fiscal year and the pilot may start later in the year once the budget is approved at FIMC. The forecast will need to be reduced.

Dynamic Risking: The budget was approved in the Fall of FY 2019-20 for FY 2019-20 & FY 2020-21. No budget has yet been approved for the third year FY 2021-22. Adjustments to the forecast will reduce the lapse to \$1.9M. This surplus will be requested as a carry forward to help fund FY 2021-22.

Mobile Border: Surplus likely the result of missing forecast. The suspected cause is that the WBS was created late in Q1 and many OCIs may have forecasted against A-base. The project team will review the forecasts and work with OCIs to ensure forecasts are aligned to the appropriate WBS.

Entry-Exit: The Vote 1 surplus of \$3.1M is the result of IT development delays. This funding will be required as a carry-forward into next fiscal year to complete the remaining EE components and project close-out. The balance will be returned either to TBS or to the Agency pending senior management approval. There is a \$2M deficit for maintenance, the OPI team will seek additional maintenance funding from FIMC based on additional acceptance reports to cover all releases completed this FY.

Passenger Protect Program: The Q1 forecasted surplus is \$11.3M; however, the Project has identified an \$11.5M surplus after issuing TFAs for FY 2020-21. A reprofile request will be submitted to move funding to future years.

Traveller's Management Letter Apollo Document Number:



Functional Portfolio Dashboard – Commercial and Trade (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation (In Millions)										Key Metric Volumes														
	2019-20		2020-21																						
	Vote 1	Vote 5	Vote 1				Vote 5																		
PI Name	Actual	Actual	Budget	Forecast	Net	Lapse at	Budget	Forecast	Net	Lapse at	Metric	2019-20						2020-21							
	Expenditures	Expenditures			Position	Risk			Position	Risk		Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Commercial-Trade Facilitation & Compliance	273.5	1.7	274.6	341.3	-66.7		-5.6	8.9	-14.4		Number of commercial releases (all modes)	20,207,700	5,235,994	5,006,715	5,340,831	4,624,160		18,200,000	4,334,831	4,334,831	-	-	-	-	
											Number of parcels (postal)	91,299,862	21,571,055	22,429,608	26,197,357	21,101,842		91,299,862	21,358,196	21,358,196	-	-	-	-	
											Number of verifications	1,445	319	389	368	369		1,424	62	62	-	-	-	-	
											Number of B2s	198,028	54,420	58,665	41,832	43,111		204,530	50,867	50,867	-	-	-	-	
Anti-dumping & Countervailing	7.7		10.7	8.7	2.0	1.5					Under Development - TBC by Q2														
Trusted Trader	6.6		9.0	7.9	1.1	0.7	-1.4		-1.4		Total number of CSA transactions (all modes)	879,981	239,713	224,072	217,557	198,639		616,000	139,266	139,266	-	-	-	-	
											Number of new applications (PIP and CSA)	163	36	43	36	48		100	21	21	-	-	-	-	
											Number of revalidation	267	67	51	65	84		250	35	35	-	-	-	-	
											Number of ACS applicants processed	148	38	13	32	65		200	30	30	-	-	-	-	
Total	287.8	1.7	294.3	357.8	-63.5		-7.0	8.9	-15.8																

Note: Operational Base includes Regular Base and Initiatives

Commercial-Trade Facilitation & Compliance:

- Initial **Vote 1** net position is to be adjusted from a deficit of \$66.7M to a deficit of \$18M
 - \$42.7M decrease in forecast by ISTB from CT Facilitation and Compliance to IE Targeting and Intelligence Collection and Analysis
 - \$6M increase in budget for regional PI re-alignment IBP proposals being put forward in Agency FSR, once approved
- Genuine deficit of approximately \$18M:
 - The COVID-19 global pandemic has contributed to fluctuating volumes and resulting shifts in priorities / planning / spending; in the Commercial program, volumes have been steadily increasing in some sectors (e.g. eCommerce) in recent years and even more so as the public turns to online ordering due to COVID-19
 - Historical shortfalls in the PI 10500 within the Regions which have been identified in the Integrated Business Plans (IBP) - some of which will be tabled at the FIMC discussion on Agency Q1 FSR, as noted. CTB continuing to work with regional FMAs to determine if there are additional shortfalls which remain to be addressed
 - The CARM Business Readiness and Implementation Directorate's funding pressure has been quantified for a FIMC decision
 - Budget activities occurring late first quarter (e.g. reprofiling and transfers) have contributed to initial and temporary variances
 - Some planned expenditures are erroneously reflected in BASE PI 10500 and will require financial coding adjustments to link to the appropriate project WBS elements.
 - To address the remaining variance - as the OPI, we will continue to monitor and challenge forecasts where appropriate to make sure these are properly entered into the financial systems prior to Q2 close
- Vote 5** overall CTB financial position is under joint review with CTB and FCMB
 - Initial budget allocation is under review with FCMB for adjustments in Q2
 - Guns and Gangs forecast to PI alignment to be reviewed by CTB / FCMB for possible adjustments in Q2

Commercial and Trade Management Letter Apollo Document Number:



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

COMMERCIAL AND TRADE BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q1 Comparative Trends			General Comments/Rationale/Program Input
			Q1 Results					Results	Volumes	Spend	
Admissible commercial goods and conveyances are processed in an efficient manner.	Commercial—Trade Facilitation & Compliance	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard.	99.85%	99.45%	-0.40%	95%		→	↓	↑	In general, all Q1 commercial volumes were down more than 5% from the previous years due to the impact of COVID-19.
		Percentage of eligible release decisions provided within established timeframes.	66.00%	72%	6%	70%		↗	↓		
		Actual availability of Single Windows as a percentage of planned availability.	98%			90%					



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

COMMERCIAL AND TRADE BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q1 Comparative Trends			General Comments/Rationale/Program Input
			Q1 Results			Target		Results	Volumes	Spend	
Trade partners are compliant with applicable legislation, requirements and measures.	Commercial –Trade Facilitation & Compliance	Percentage of high risk commercial goods targeted by the National Targeting Center (NTC) are examined at the border.	95.70%	94.25%	-1.45%	95%		↘	↓	↑	
		Percentage of random commercial examinations that produced a result.	0.23%	0.32%	0.09%	MAX 1%		→	↓		
		Percentage of commercial examinations that produced a result against a trader.	1.82%	1.56%	0.26%	MAX 1.5%		→	↓		Results slightly higher than the yearly target are expected when data is broken down by quarter so early in the fiscal year.
		Percentage of penalties applied against traders representing continued non-compliance.	16.70%	N/A	N/A	<70%		N/A	N/A		No ACI penalties issued due to “Soft Moratorium” on penalties in response to the impact the pandemic had on carriers that was implemented on March 14, 2020.
		Return on investment (ROI) for targeted verifications.	24:1	5:1	19:1	8:1		↓	↓		Trade compliance interactions with most importers/exporters and representatives were temporarily suspended in April 2020 and began to re-start in July 2020.
		Percentage of revenue-based targeted trade compliance verifications that yielded a result.**	57.00%	48.00%	-9%	60%		↓	↓		The limited number of verifications during this period were those with no issues (i.e. the importer was compliant and no assessments were issued) or where TCP indicated that it wished for the verification to continue, thus leading to a reduction in the percentage of resultant verifications during this period.
Trade partners are compliant with applicable legislation, requirements and measures.	AD&C	Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information.*	89.00%	91.00%	2%	80%		N/A	N/A	↓	The number of rulings issued dropped moderately from Q1 FY 2019-20 to Q1 FY 2020-21 (from 260 to 195).
		Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities. *	N/A	100%	N/A	90%		N/A	N/A		

* Indicators that were added to the 2020-21 DRF

** Indicator that was reworded



Commercial and Trade - OPI View of Initiatives and Projects

Breakdown	Name	Vote 1 (In Millions)					Vote 5 (In Millions)				
		Budget	Q1 Forecast	Q1 Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Q1 Forecast	Q1 Net Position	Net Position as % of Budget	Lapse at Risk
Initiatives	African Swine Fever	7.1	5.0	2.1	29.8%	1.8					
	Duty to Relief	2.5	2.6	-0.0	-1.2%						
	eManifest	74.8	56.5	18.3	24.4%	14.5					
	Guns and Gangs*	5.4	2.7	2.7	49.9%	2.4	20.4	10.1	10.4	50.8%	6.3
	Opioid / Fentanyl*	6.6	5.9	0.7	10.8%	0.4	2.6	2.6			
Initiatives Total		96.5	72.7	23.8	24.7%	19.0	23.0	12.6	10.4	45.1%	5.8
Projects - TB Funded	ICSI - Marine Container Examination	15.8	4.8	11.0	69.8%	10.2	10.8	5.2	5.6	51.7%	3.4
	POEMS (Port of Entry Management System)	0.2	0.3	-0.2	-117.3%						
	Postal Modernization Initiative (PMI)	1.6	0.7	0.9	54.6%	0.8	10.3	2.0	8.3	80.6%	6.2
	Trusted Trader - FAST	3.2	1.2	2.0	63.1%	1.9	0.8	0.3	0.5	63.5%	0.3
Projects - TB Funded Total		20.7	7.0	13.7	66.2%	12.7	21.8	7.5	14.4	65.7%	10.0
Projects - Internally Funded	Canadian Export Reporting System	3.6	1.6	1.9	53.7%	1.7	1.1	3.2	-2.1	-187.4%	
	E-Commerce Risk Assessment-Postal & LVS	1.9	0.0	1.8	99.0%	1.7	5.2	6.4	-1.2	-23.6%	
	Secure Corridor Concept	0.2	0.0	0.2	91.0%	0.2	1.8	1.5	0.3	19.1%	
Projects - Internally Funded Total		5.6	1.7	4.0	70.2%	3.7	8.1	11.1	-3.0	-36.7%	
Total		122.8	81.4	41.5	33.8%	35.3	53.0	31.2	21.7	41.0%	11.1

Marine Container Examination (MCEF): Of the \$11M Vote 1 surplus \$9.6M will be eliminated through a conversion to Vote 5 in the ARLU process to fiscal year 2021-22 and remaining \$1.4M is a true surplus in maintenance. The Vote 5 surplus is due in part to the funding for acquiring the Fixed LSI will be required next fiscal year and a reprofile of \$5.5M is being requested. The OPI and its OCIs are in the process of reviewing its forecast and will provide revisions prior to Q2 close.

Postal Modernization Initiative (PMI): The surplus in Vote 1 is due to the fact that not all expenses are coded to the WBS elements. Once the forecast is updated, it is expected to eliminate the surplus. Ongoing negotiations with Canada Post as well as disruptions due to COVID-19 has delayed the infrastructure progress which caused the surplus in Vote 5 and a reprofile request has been made to move the surplus of \$8.28M to fiscal year 2021-22. The OPI and the OCIs are in the process of reviewing their forecasts and will provide revisions prior to Q2 close.

eManifest: The surplus primarily consists of prior year's carry forward within the SPA \$15.4M. Surplus within CTB HQ is due to the fact that not all expenses are forecasted in the WBS elements. It is anticipated that the salary forecasting error will be resolved by second quarter. The eManifest funding is technically BASE funding. Since 2018-19, it has been managed as a SPA and is allocated to the receiving branches, based on two independent third-party reviews approved by TBS as part of the initial conditions on provision of funding. A submission to TBS to release remaining years of the ongoing funding, starting in next FY is in progress. The CTB does not have any authority over the funding allocated to other areas within the Agency and would suggest that individual branches / regions speak to their variances, as appropriate.

Guns and Gangs: Taking into account anticipated CTB forecast adjustments of \$0.408M in Vote 1, net position surplus will change from \$2.7M to \$2.3M. The majority of the Vote 5 surplus is attributed to a pending re-profile for Air Cargo Security.

Opioids I Fentanyl: Indications are that the Vote 1 Net Position Surplus will be fully consumed.

Commercial and Trade Management Letter Apollo Document Number:



Enabling Portfolio Dashboard – Human Resources (Operational Base)

Program Inventory		Regular Base & Initiatives Financial Situation (in Millions)										Key Metric Volumes													
		2019-20		2020-21																					
		Vote 1	Vote 5	Vote 1				Vote 5						2019-20						2020-21					
PI Name	Actual	Actual	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Metric	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Force Generation		56.5		70.6	53.3	17.2	13.7	1.4	1.2	0.2		OIPD Success Rates (OT to BSO)													
Human Resource Management		54.4		44.8	52.0	-7.2		0.0		0.0	0.0														
Total		110.9		115.3	105.3	10.0	4.2	1.4	1.2	0.2															

Note: Operational Base includes Regular Base and Initiatives

Force Generation

COVID-19 is delaying the training for new project BSOs. The current forecast translates into few new Border Services Officers than called for in the existing multi-year BSO Workforce Strategy. The final output (currently anticipated at 281, with the possibility of FIMC approving funding for an additional Cohort of 72 Officers in September 2020), will be divided between attrition replacement (approximately 311 per year) and critical Government of Canada projects. In the short and medium term, it is anticipated that the Agency's Officer Workforce Strategy will be adjusted to "make-up" for these Officers (currently estimated to be either 144 or 216 depending on the September FIMC decision) in future years. The precise timing and impact has yet to be fully determined as of Q1, as the costs associated with the new steady state have yet to be determined as the situation continues to evolve. Branch management will continue to monitor Officer throughput at the CBSA College to assess final impact on the multi-year Border Services Officer staffing plan, in tandem with business lines, all while reviewing costs and future operational model in a post-COVID environment.

Human Resources Management

There are two outstanding investment proposals before FIMC:

1. Wellness (\$5.9M) and
2. SuccessFactors (\$1.7M)

If the HRB does not obtain funding for either of these projects, Branch management will need to review its options with respect to the way forward. These may range from terminating work on both initiatives to absorbing these expenditures and phasing out other portions of existing programming. As the understood messaging received from FCMB since the onset of the current fiscal year is that this funding would ultimately be granted, Branch management has not yet deemed it necessary to develop detailed contingency and wind-down plans. Branch management will actively continue to engage with FCMB to finalize its requirements for consideration of funding decisions with respect to Wellness and SuccessFactors.

Human Resources Management Letter Apollo Document Number:



Enabling Portfolio Dashboard – Internal Services (excl HR) (Operational Base)

Portfolio	Program Inventory	Regular Base & Initiatives Financial Situation (in Millions)										Key Metric Volumes													
		2019-20		2020-21								Metric	2019-20						2020-21						
	Vote 1	Vote 5	Vote 1				Vote 5				Year End		Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
	PI Name	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk														
Finance & Corporate Management	Recurse	16.6		11.6	12.1	-0.5						Under Development - TBC by Q2													
	Building & Equipment	20.5	1.1	13.2	21.2	-8.0		4.2	5.2	-1.0		PoW plan and reporting on projects completed per quarter (incl. CCTV & EO)													
	Financial Management	24.8		69.9	29.1	40.8	37.3					National Service Call Centre - Closed Tickets													
	Real Property Management	17.7		27.4	23.6	3.8	2.5		0.3	-0.3		Fleet Purchases													
	Material Management	6.9		4.3	3.4	0.9	0.7	0.2		0.2	0.1														
	Acquisition Management	4.9		5.9	5.9	-0.0																			
		91.4	1.1	132.2	95.2	37.0	30.4	4.4	5.6	-1.2															
Information Science & Technology	Field Technology Support	13.2	1.4	14.8	13.9	0.9	0.2	17.5	3.5	14.0	10.5	Number of responses to requests for Scientific & Technical advice	1,342	335	335	335	337		1,600	314	314	-	-	-	-
	Information Management	5.4		5.4	6.1	-0.7						Number of analyses performed - commodities, contraband, documents	8,439	2,109	2,109	2,109	2,112		11,450	2,698	2,698	-	-	-	-
	Information Technology	61.2		60.4	60.1	0.3		-0.8	1.1	-1.8															
		79.8	1.4	80.5	80.1	0.5		16.7	4.6	12.1	8.8														
Legal Services	Legal Services	18.6		16.8	17.3	-0.5																			
		18.6		16.8	17.3	-0.5																			
Strategic Policy	Communication Services	11.5		15.0	11.6	3.4	2.7																		
		11.5		15.0	11.6	3.4	2.7																		
Management & Oversight	Management & Oversight	69.4	0.0	83.0	83.7	-0.7		0.0		0.0	0.0														
		69.4	0.0	83.0	83.7	-0.7		0.0		0.0	0.0														
	Grand Total	270.6	2.6	327.5	287.8	39.7	33.1	21.1	10.1	10.9	8.8														

Note: Operational Base includes Regular Base and Initiatives

Buildings & Equipment: surplus is attributed to regional IBPs realigning the Building & Equipment PI in an effort to mature the functional management model, GHIB forecast being included within base, and pressures caused by enhanced cleaning efforts across the country . FCMB will seek FIMC approval for a permanent salary transfer from Real Property Management to Buildings and Equipment (\$2.88M), align GHIB's salary forecast to the project, and bring forward to EMC the pressure relating to COVID-19 and request funding to offset the pressure.

Financial Management (FM): Financial forecast for FM shows a surplus of \$40.8M in Vote 1 of which \$30.7M is unencumbered or earmarked for initiatives within the agency reserve, \$2.1M shows as a surplus within AC and will be used to subsidize the Commercial Trade program, and \$7.1M may lapse due to Revenue Generation and Investment & Efficiency program. FCMB continues to review work plans for Revenue Generation and Efficiency Program for current FY where there may be a requirement for 2021-22 carry forward. FCMB will request a temporary PI transfer from Financial Management Program Inventory to the Commercial Trade Program Inventory until a permanent solution is found.

Field Technology Support: The Vote 1 surplus is made up of \$0.7M in the Agency Reserve, plus an Opioids surplus of \$0.3M, offset by an ISTB A-Base deficit of \$0.1M. The ISTB A-Base deficit is expected to be removed upon the allocation of the Laboratories Canada Funding of \$0.1M. The Vote 5 surplus of \$14M is related to Guns & Gangs funding with the Commercial & Trade Branch. The G&G initiative is delayed and as a result, the procurement of detection technology equipment will be moved into subsequent years. The C&T Branch is submitting a reprofile request to move funding to subsequent years. The remaining Vote 5 surplus of from G&G is a result of PI reporting variances. The forecasts for this budget are currently under PI 10500 Commercial.

Communication Services: Surplus of \$3.4M primarily attributed Irregular Migration/Asylum TB submission (\$3.5M) and corporate support costs for various initiatives (\$0.8M) within the Agency Reserve and a deficit of \$0.9M within SPB. The SPB deficit is expected to be reduced with the receipt of the Web-coders budget transfer. There is an ongoing O&M pressure of \$0.3M within SPB that could be risk managed this fiscal year but funding may be required for future years. The Irregular Migration funding in the reserve within the Communication services PI is to be fully transferred to other PIs (pending OPI approval) as Communication Services is not applicable to this initiative.

Finance and Corporate Management Management Letter Apollo Document Number: ;
Information Science and Technology Management Letter Apollo Document Number: ;
Legal Services Management Letter Apollo Document Number: ;
Strategic Policy Management Letter Apollo Document Number: ;



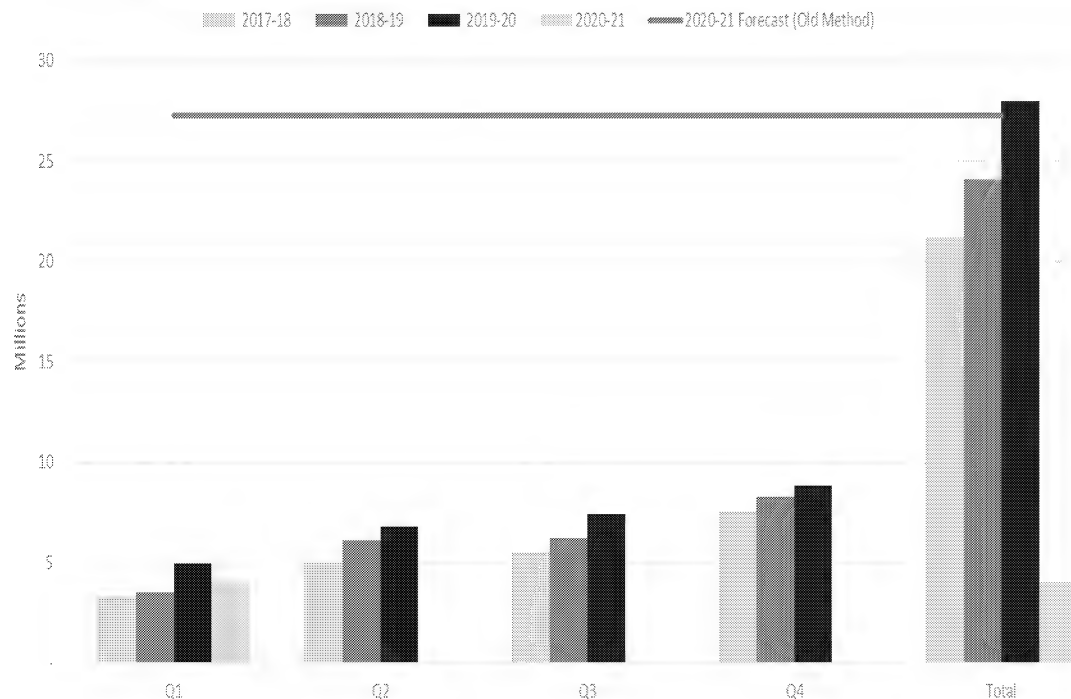
DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

FINANCE AND CORPORATE MANAGEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q1 Comparative Trends			General Comments/Rationale/Program Input
			Q1 Results					Results	Volumes	Spend	
Travellers and the business community have access to timely redress mechanisms.	Recourse	Percentage of trade appeals received that are decided within established service standards.	85%	83%	-2.35%	70%		↘	↓	↑	Appeals and documentation received by mail and fax are not received and processed as promptly due to work from home restrictions.
		Percentage of enforcement appeals received that are decided within established service standards.	71%	78%	9.86%	70%		↑	↓		Challenges related to establishing e-communications with clients have slowed down some aspects of the work. Appeals received by mail and fax are not received and processed as promptly due to work from home restrictions.



Vote Netted Revenue (VNR)

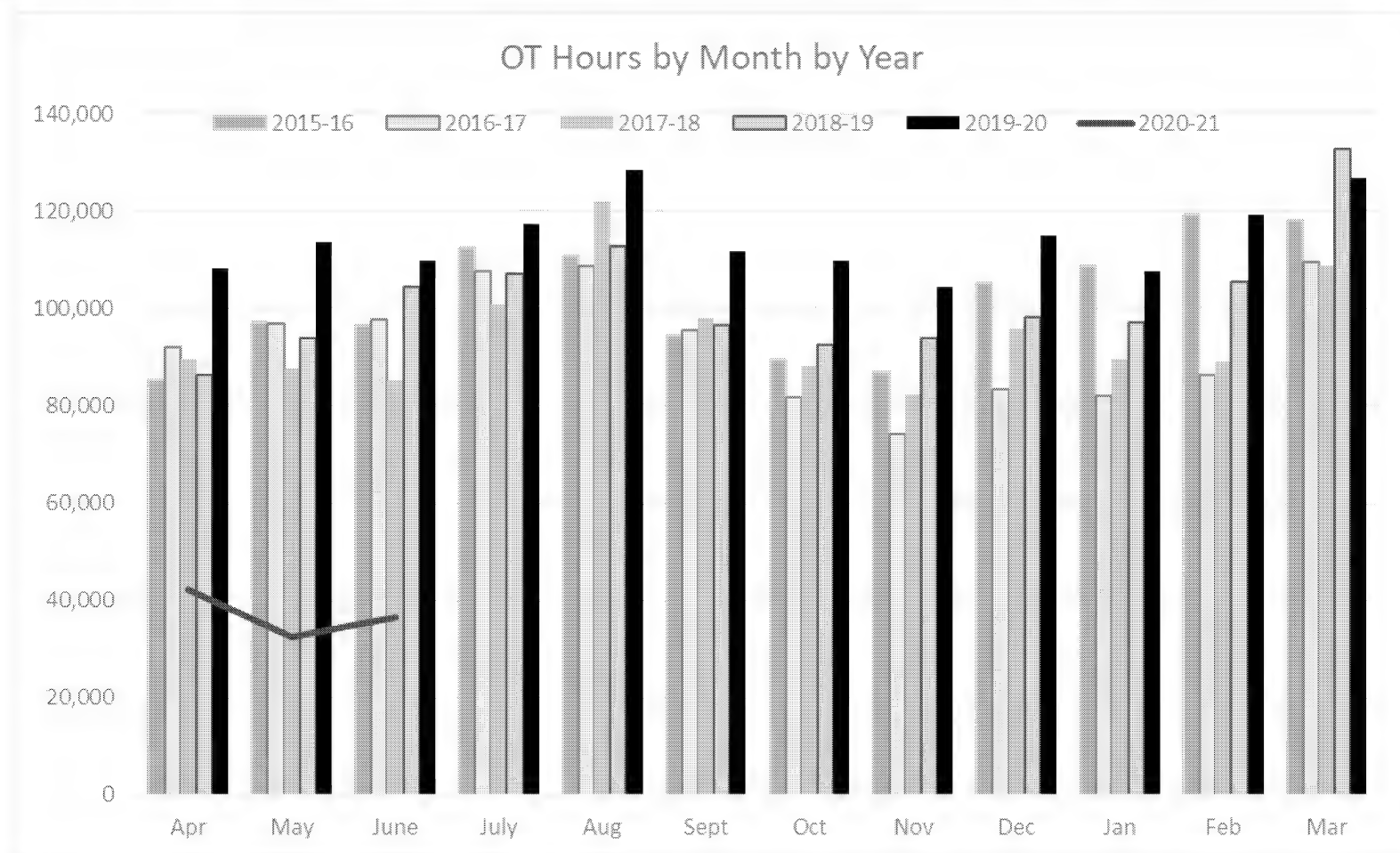


VNR Name	In Thousands 2020-21 Forecast
Broker's Licence Fees	521.9
Canpass - Pr & Cor Air	17.7
Canpass - Private Boats	111.4
Cont. agre. / New & Enhance	3,008.6
Customs Bonded Warehouse	0.0
Det. Dog Learning Service	689.9
FAST Program	536.5
Fees for Collecting PST	3,786.7
Food Inspection Fees	4,300.6
NEXUS Program	11,488.6
Priority Post Fees	600.5
Priv, Lic & Permits	0.0
Prov Tobac Alch M/L	1,000.5
Remote Area Border	1,201.9
Storage Charges - Queen's	21.7
Grand Total	27,286.4

- Revenue from the sales of services reflects the Agency's forecasted re-spendable revenue. Year-over-year revenue has increased due to increases in volumes mainly attributable to the NEXUS program.
 - CBSA's 2020-21 VNR Authority is \$21.0M. The Agency has the authority to re-spend 125% of Authorities, or \$26.3M, for increases in volume only.
 - For 2019-20, the revenue collected was \$28.0M, slightly under 125% of 2019-20 Authorities.
 - Branches and regions are required to forecast VNR via the Financial Forecasting exercise to determine whether Authorities need to be adjusted through the next estimates exercise. HQ functional leads and FCMB continue work on the development of the forecasting process / guidance.
 - The FCMB continues its review of the Agency's revenue and cost recovery. CBSA's VNR Authorities may be further refined in the future, pending results of the review.



Overtime Utilization



- Overtime Reduction (Gate 1 – Efficiency): \$5.2M reduction applied to budgets effective 2019-20 and ongoing, due to the optimization of staff availability and reduced idle time through more efficient work schedules, overtime and leave management
- 2020-21 OT trending significantly below prior year actuals due to COVID-19

Refer to slide 37 for further details



Planned Staffing

Branch (\$000)	Salary - Vote 1 and 5			
	Q1			
	Total Salary Forecast	Planned Staffing (included in forecast)	Attrition (included in forecast)	# of Staffing Action
President's Office	1,371.9	10.5	46.0	1
Audit & Evaluation	4,840.7	242.7	250.7	5
Legal	561.1	55.4	20.0	2
CARM Branch	5,368.5	405.9	0.0	9
Finance & Corporate Management Branch	71,053.9	8,616.0	1,273.4	21
Human Resources Branch	81,765.5	5,570.6	3,080.0	144
Strategic Policy Branch	54,664.9	5,726.1	2,575.0	120
Information, Science & Technology Branch	102,193.2	10,051.9	3,726.4	243
Chief Transformation Officer Branch	4,749.6	684.4	101.4	17
Travellers Branch	28,476.1	1,783.3	500.0	35
Commercial and Trade Branch	46,519.6	1,961.6	1,462.0	52
Intelligence & Enforcement Branch	77,800.7	9,220.9	2,630.0	178
Atlantic Region	59,779.4	1,382.0	386.0	35
Quebec Region	165,553.6	3,561.6	2,000.0	201
Northern Ontario Region	56,437.5	1,775.9	1,111.4	35
Greater Toronto Area Region	177,836.9	11,023.2	4,356.6	71
Southern Ontario Region	133,029.3	2,332.7	2,481.5	71
Prairie Region	96,025.6	4,744.4	3,995.8	65
Pacific Region	148,757.4	1,658.3	1,441.0	60
Corporate Accounts	4,441.4			
Unallocated Project				
Reserve				
Corporate Adjustment				
Total	1,321,226.9	70,807.4	31,437.1	1,365

- Planned staffing in the regions: 538 actions
- Planned staffing in HQ: 827 actions
- Continued emphasis to be placed on staffing plans for 2020-2021



Additional Points of Interest

Asylum / Irregular Migration (AIM)

- AIM budget allocation is underway for Q2
- Reprofitting consideration under review - \$77.6M (2020-21 to 2022-23)
 - In late July 2020, OPI with FMA support realigned the majority of the program activities within the OPI reserve to meet OCI requirements
 - 50% of the Q1 OPI reserve is under consideration to be reprofiled; program details to be identified via work underway for the IBP

COVID 19

- Traveller and FCMB Branches are currently monitoring operational requirements and costs associated with the Coronavirus outbreak
 - Cumulative expenditures to the end of Q1 for the COVID-19 response are \$25.9M
- FCMB will be going forward to EMC to request funding to cover COVID-19 related pressures and to recommend establishment of a controlled fund for PPE



Financial Management Plan Update

- **Improved guidance** updated maintenance and transfer guide to align with functional model, including detailed steps for Program Inventory transfers;
- **Enhanced budget transparency and accountability via:**
 - Multi-year budget allocation set by functional/enabling program to facilitate integrated business planning;
 - Quarterly budget updates provided to VP/RDGs by functional/enabling program view via the QBDL; and
 - Introduced management letters to support VPs in reviewing budgets and confirming forecast variances
- **Enhanced Integration of financial and non-financial information** at the Program Inventory level for key functional portfolios (Traveller, Commercial & Trade, and Intelligence and Enforcement) including volumes, with year over year comparison aligned to financial forecast; departmental report key performance indicators, with year over year comparison;
- **Actions to minimize lapses and support business planning**, includes call for multi-year financial information for all projects/initiatives, and program inventory budget alignment for Q2; addition of variance explanations and FCMB independent assessment in Integrated Project Reports; and annual 3-year integrated business planning;
- **Enhanced financial forecasting**, includes portfolio reporting via FSRs and management letters.

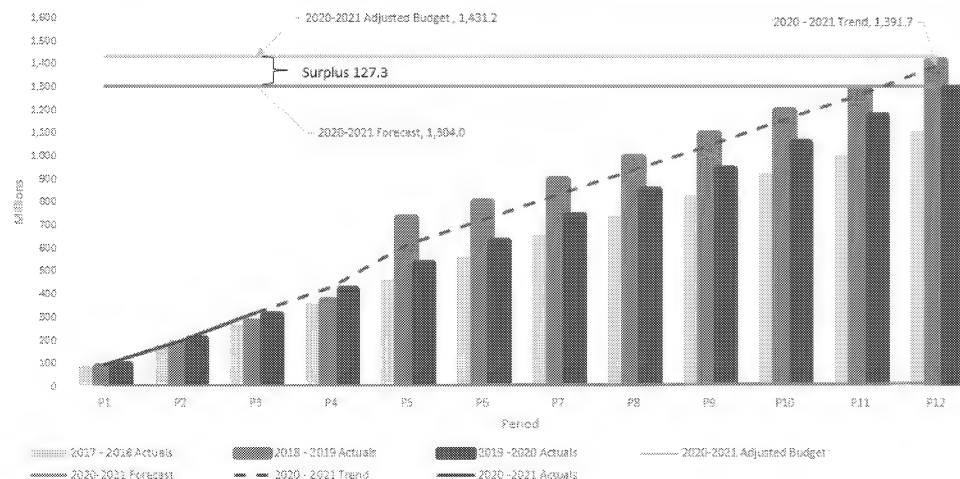


Annex



Vote 1 - Financial Situation

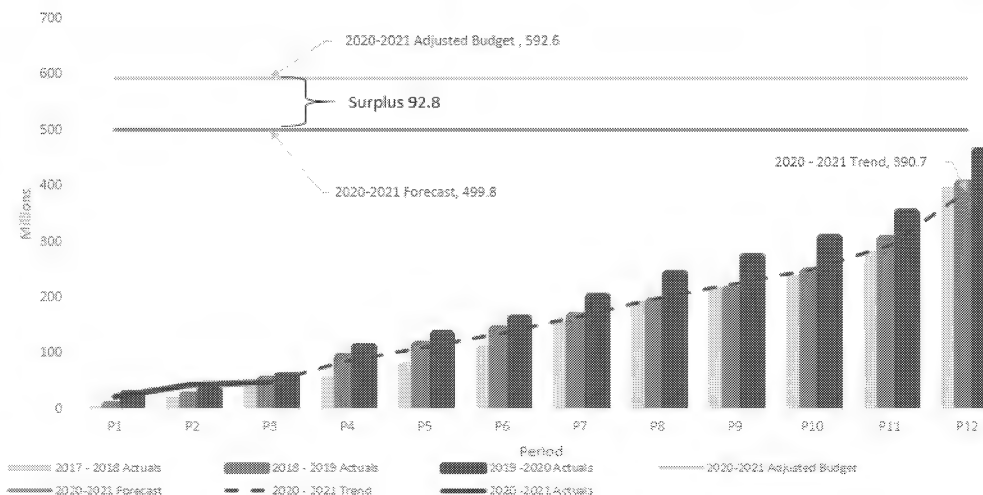
Vote 1 Salary



Salary

- The Agency forecasts a **surplus of \$127.3M** of which **\$62.2M is earmarked** resulting in an **available surplus of \$65.1M**
- Earmarked items primarily include, TB funded projects \$27.0M, and eManifest \$15.1M
- 2018-19 expenditures include collective agreement retroactive salary for fiscal years 2014-15 to 2017-18. 2014-15 retro (\$10M) is outside the 4 year average used when trending the projection and therefore the projected expenditures are slightly overstated
- Available surplus may be required to offset forecasted non salary deficit

Vote 1 Non Salary



Non-Salary

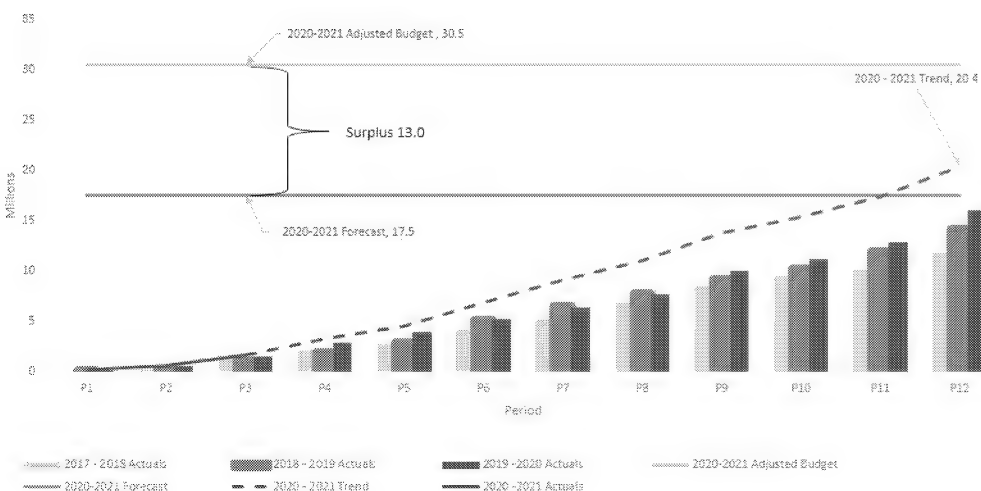
- The Agency forecasts a **surplus of \$92.8M**, of which **\$115.2M is earmarked** resulting in a deficit of **\$22.4M**
- Earmarked items primarily include TB funded projects \$47.0M which includes CARM maintenance (SPA) of \$16.4M
- Expenditures plus commitments total \$356.5M (expenditures \$48.2M; commitments \$308.2M), forecast of \$499.8M suggesting \$143.3M in "soft" commitments

Vote 1 surplus at year end \$220M is **10.9% of budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.
Risk under 1 year appropriation is \$118.8M

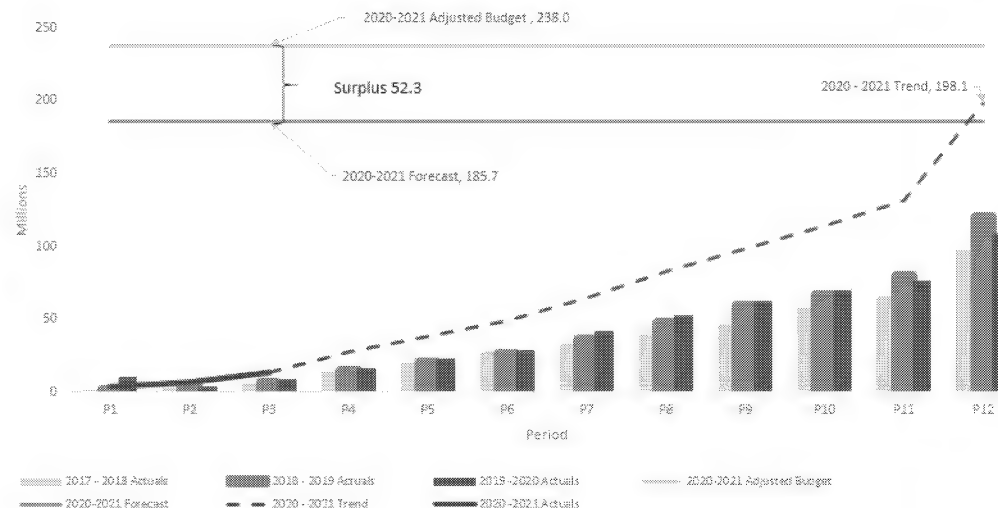


Vote 5 - Financial Situation

Vote 5 Salary



Vote 5 Non Salary



Salary

- The Agency is forecasting a **surplus of \$13.0M** of which **\$10.8M is earmarked** primarily for TB funded projects resulting in an **available surplus of \$2.2M**

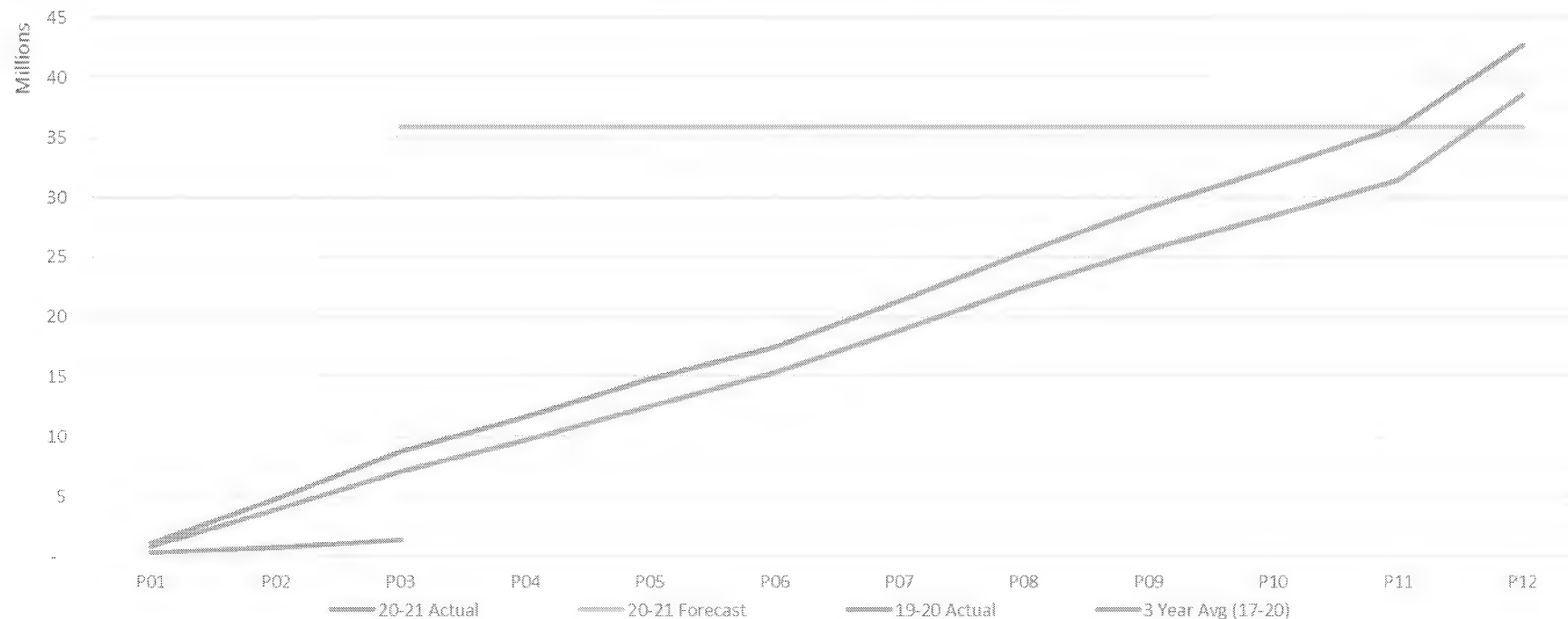
Non-Salary

- The Agency is forecasting a **surplus of \$52.3M** of which **\$56.7M is earmarked** primarily for TB funded projects resulting in a **deficit of \$4.4M**
 - Deficit is under review

Vote 5 surplus at year end \$65.3M is **24.3% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2021-22. **Risk under 1 year appropriation is \$11.6M**



Travel

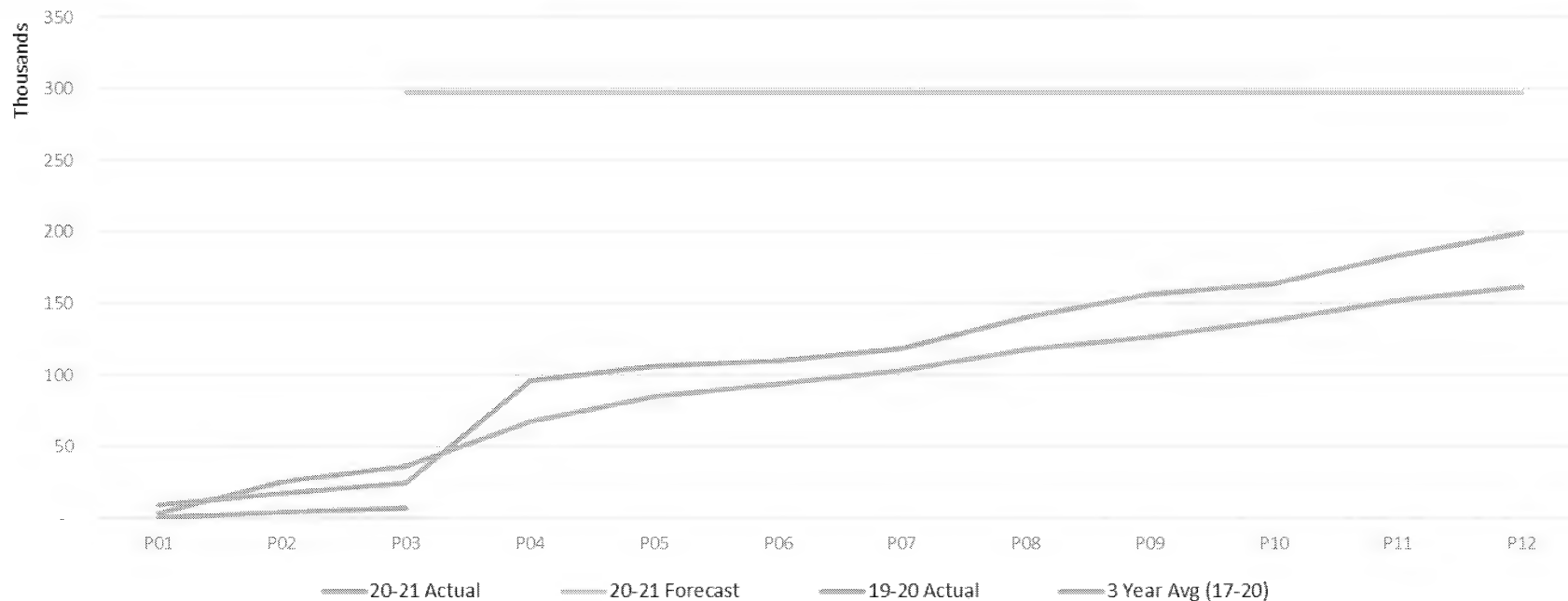


Actual					In Millions			
2017-18	2018-19	2019-20	2020-21 YTD	2020-21 Q1 Forecast	2020-21 % of Forecast Spent	Variance 2020-21 Forecast vs. 2019-20 Actual	2017-20 3 Year Avg	Variance 2020-21 Forecast vs. 3 Year Avg
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) = (A+B+C)/3	(E-F)
32.8	40.3	42.7	1.3	35.9	4%	-6.8	38.6	-2.7

- Total forecasted expenditures of \$35.9M represents decrease of 16% when compared to 2019-20 expenditures and 7% compared to the 3 year average annual expenditure
- Actual expenditures represent 4% of forecast and 20% of the three year average expenditure at the end of Q1 (\$7.1M). Continue monitoring expenditures into Q2



Hospitality



In Thousands

Actual				2020-21 Q1 Forecast	2020-21 % of Forecast Spent	Variance 2020-21 Forecast vs. 2019-20 Actual	2017-20 3 Year Avg	Variance 2020-21 Forecast vs. 3 Year Avg
2017-18	2018-19	2019-20	2020-21 YTD					
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) = (A+B+C)/3	(E-F)
99.0	187.0	199.5	6.7	297.1	2%	97.7	161.8	135.3

- Total forecasted expenditures of \$297.1K represents an increase of 49% when compared to 2019-20 expenditures and 84% compared to the 3 year average annual expenditure
- Actual expenditures represent 2% of forecast and 19% of the three year average expenditure at the end of Q1 (\$35.9K). Continue monitoring expenditures into Q2



Overtime by Branch

Branch (\$000)	4 Year Expenditures				Q1 Forecast	% Change from
	2016-17	2017-18	2018-19	2019-20	2020-21	2019-20
	A	B	C	D	E	F= (E-D)/D
President's Office			18.3	24.5	28.5	16%
Audit & Evaluation			9.3	17.2	4.0	-77%
Legal			0.9	0.0		
CARM Branch			10.0	11.5	23.7	107%
Finance & Corporate Management Branch			461.5	444.9	179.5	-60%
Human Resources Branch			2,176.4	2,217.7	1,781.2	-20%
Strategic Policy Branch			861.1	1,706.3	1,393.5	-18%
Information, Science & Technology Branch			4,424.5	5,393.2	4,922.7	-9%
Chief Transformation Officer Branch			2.8	75.9	50.0	-34%
Travellers Branch			291.2	284.7	396.3	39%
Commercial and Trade Branch			165.6	249.9	90.0	-64%
Intelligence & Enforcement Branch			3,311.4	2,405.6	2,152.0	-11%
Atlantic Region			9,012.0	7,706.1	6,543.2	-15%
Quebec Region			23,696.1	19,811.4	14,148.7	-29%
Northern Ontario Region			7,911.6	7,385.9	4,200.8	-43%
Greater Toronto Area Region			16,876.5	18,968.9	10,082.6	-47%
Southern Ontario Region			18,120.7	14,519.5	12,119.6	-17%
Prairie Region			12,218.2	11,014.2	9,013.1	-18%
Pacific Region			22,026.2	19,161.4	13,426.4	-30%
Corporate Adjustment			-0.3	22.0		-100%
Subtotal	91,843.3	97,187.8	121,593.6	111,420.8	80,555.8	-28%
Less: Compensatory OT taken	-12,510.9	-12,958.9				
Total Overtime	79,332.4	84,228.9	121,593.6	111,420.8	80,555.8	-28%
Total Salary (Includes Overtime) *	1,108,861.2	1,115,996.8	1,423,310.8	1,309,546.1	1,321,446.1	1%
Overtime as a % of salary	7%	8%	9%	9%	6%	-28.4%

2018-19 includes estimated retroactive overtime cost in the amount of \$24.9M related to fiscal years 2014-15 to 2017-18



Non-Salary Expenditures by Standard Object – Vote 1 & 5

In Millions

Vote 1	Non-Salary Expenditure				2020-21 YTD Q1 Expenditures	P3 Projected Weighted Average at Year End	2020-21 Projected YE expenditure based on Trend Projection
	2019-20 YTD Q1 Expenditures	2019-20 YE	2019-20 Expenditures (Q2 to YE)	Burn Rate at Q1			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$390.7 * F)
Transportation and communication	11.1	53.8	42.8	21%	2.3	2.4%	9.5
Information	0.8	1.8	1.0	46%	0.3	0.1%	0.5
Professional and Special Services (IT)	9.6	128.4	118.9	7%	15.9	39.5%	154.4
Professional and Special Services (Non-IT)	28.5	173.9	145.4	16%	18.3	22.3%	87.2
Rentals	0.8	13.5	12.7	6%	1.0	2.3%	8.9
Repair and Maintenance	5.1	30.4	25.4	17%	4.1	5.9%	23.1
Utilities, Materials and Supplies	1.7	22.1	20.4	8%	2.8	4.5%	17.6
Acquisition of Land, Buildings and Works		3.4	3.4	0%		0.0%	0.0
Acquisition of Machinery and Equipment	1.1	28.8	27.7	4%	2.8	9.3%	36.2
Other Subsidies and Payments	0.1	5.0	5.0	1%	0.8	13.7%	53.4
Vote 1 Total	58.7	461.3	402.6	13%	48.2	100%	390.7

Vote 5	Non-Salary Expenditure				2020-21 YTD Q1 Expenditures	P3 Projected Weighted Average at Year End	2020-21 Projected YE expenditure based on Trend Projection
	2019-20 YTD Q1 Expenditures	2019-20 YE	2019-20 Expenditures (Q2 to YE)	Burn Rate at Q1			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$198.1M * F)
Transportation and communication	0.0	0.3	0.3	15%	0.0	0.0%	0.0
Information	0.0	0.0	0.0	6%		0.0%	0.0
Professional and Special Services (IT)	7.1	50.4	43.3	14%	10.0	40.5%	80.2
Professional and Special Services (Non-IT)	0.2	1.5	1.3	14%	0.3	1.5%	2.9
Rentals	0.0	0.1	0.1	16%	0.0	0.0%	0.1
Repair and Maintenance	0.0	0.6	0.6	4%	0.1	1.9%	3.8
Utilities, Materials and Supplies	-0.0	0.1	0.1	-41%	0.0	0.0%	0.0
Acquisition of Land, Buildings and Works	1.3	38.8	37.5	3%	1.9	44.1%	87.3
Acquisition of Machinery and Equipment	0.1	17.0	16.9	1%	0.9	12.0%	23.7
Other Subsidies and Payments		-0.2	-0.2	0%		0.0%	0.0
Vote 5 Total	8.8	108.6	99.9	8%	13.2	100%	198.1



In Millions

Financial Situation by Branch – Vote 1

Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V1	Actuals as % of Budget	Previous Year Actuals
President's Office	1.7	0.3	0.0	1.4	1.4	0.3	0.0	0.2	18.1%	1.4
Audit & Evaluation	5.9	1.3	0.6	4.0	5.8	0.1	0.0		22.0%	6.0
Legal	16.7	0.2	16.7	-0.2	17.3	-0.6	-0.0		1.0%	18.6
CARM Branch	5.5	1.0	0.3	4.2	5.5				18.7%	5.1
Finance & Corporate Management Branch	155.1	26.9	70.4	57.8	160.9	-5.9	-0.0		17.3%	138.8
Human Resources Branch	100.0	20.0	14.9	65.1	108.7	-8.8	-0.0		20.0%	108.8
Strategic Policy Branch	54.7	13.8	9.6	31.3	71.7	-17.0	-0.0		25.2%	56.6
Information, Science & Technology Branch	222.6	42.8	62.6	117.3	269.6	-47.0	-0.0		19.2%	249.5
Chief Transformation Officer Branch	7.8	1.4	2.0	4.3	7.4	0.4	0.0	0.0	18.5%	5.6
Travellers Branch	32.6	9.2	9.9	13.5	40.7	-8.1	-0.0		28.2%	35.7
Commercial and Trade Branch	53.6	12.6	3.3	37.7	54.2	-0.6	-0.0		23.6%	45.1
Intelligence & Enforcement Branch	79.0	18.0	9.3	51.7	92.3	-13.3	-0.0		22.8%	83.5
Atlantic Region	65.0	15.3	1.5	48.2	64.1	0.8	0.0		23.5%	66.9
Quebec Region	186.0	41.1	34.4	110.4	203.0	-17.0	-0.0		22.1%	212.3
Northern Ontario Region	57.3	13.5	1.5	42.3	59.7	-2.4	-0.0		23.6%	60.6
Greater Toronto Area Region	222.1	47.8	36.2	138.2	216.9	5.2	0.0		21.5%	220.1
Southern Ontario Region	136.1	32.3	1.8	102.0	136.8	-0.7	-0.0		23.7%	137.0
Prairie Region	107.3	24.0	7.8	75.5	108.4	-1.1	-0.0		22.4%	112.6
Pacific Region	171.7	38.2	22.2	111.3	168.1	3.6	0.0		22.2%	177.5
Unallocated Project	172.5			172.5		172.5	0.0	163.9		
Corporate Accounts	10.5	0.5	9.0	1.0	11.2	-0.6	-0.0		4.5%	9.8
Reserve	160.2			160.2		160.2	0.0	152.2		
Corporate Adjustment		6.4	0.0	-6.4						3.2
Grand Total	2,023.8	366.4	314.1	1,343.3	1,803.8	220.0	0.0	118.8	18.1%	1,754.7

Vote 1 surplus at year end \$220M is **10.9% of budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.
Risk under 1 year appropriation is \$118.8M



Financial Situation by Branch – Vote 5

In Millions

Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V5	Actuals as % of Budget	Previous Year Actuals
CARM Branch	48.3	8.0	33.8	6.5	48.0	0.2	0.0		16.5%	40.4
Finance & Corporate Management Branch	46.8	2.4	86.8	-42.3	88.0	-41.1	-0.0		5.1%	47.3
Human Resources Branch	1.5	0.1	0.0	1.4	2.6	-1.1	-0.0		4.7%	0.6
Strategic Policy Branch	2.1	0.7	0.8	0.5	8.8	-6.7	-0.0		33.9%	4.5
Information, Science & Technology Branch	21.8	2.6	10.2	9.1	39.2	-17.3	-0.0		11.7%	26.3
Travellers Branch	1.5	0.5	0.8	0.2	2.2	-0.7	-0.0		33.0%	3.6
Commercial and Trade Branch	20.3	0.7	0.9	18.8	13.6	6.7	0.0	2.6	3.3%	2.2
Intelligence & Enforcement Branch	0.2			0.2	0.6	-0.5	-0.0			
Atlantic Region										
Quebec Region					0.1	-0.1				0.1
Northern Ontario Region		0.0		-0.0	0.0	-0.0				0.2
Greater Toronto Area Region										0.0
Southern Ontario Region										
Prairie Region										
Pacific Region										0.0
Unallocated Project	122.7			122.7		122.7	0.0	98.2		
Reserve	3.4			3.4		3.4	0.0	2.7		
Corporate Adjustment		0.0		-0.0						-0.4
Grand Total	268.5	14.9	133.3	120.3	203.2	65.3	0.0	11.6	5.5%	124.7

Vote 5 surplus at year end \$65.3M is **24.3% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2021-22. **Risk under 1 year appropriation is \$11.6M**



Regular Base – by Branch

In Millions

Vote	Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	President's Office	1.7	0.3	0.0	1.4	1.4	0.3	16.8%	0.2	18.1%	1.4
	Audit & Evaluation	5.9	1.3	0.6	4.0	5.8	0.1	1.5%		22.0%	6.0
	Legal	16.6	0.2	16.7	-0.3	17.3	-0.7	-4.0%		1.0%	18.6
	CARM Branch		0.3		-0.3						0.2
	Finance & Corporate Management Branch	87.9	18.7	22.9	46.3	98.2	-10.3	-11.7%		21.2%	83.3
	Human Resources Branch	92.9	19.6	13.5	59.8	102.9	-9.9	-10.7%		21.1%	101.6
	Strategic Policy Branch	52.4	12.6	8.9	30.9	54.7	-2.2	-4.3%		24.1%	50.3
	Information, Science & Technology Branch	96.6	32.6	39.9	24.1	101.1	-4.5	-4.7%		33.7%	105.7
	Chief Transformation Officer Branch	6.8	1.4	1.6	3.8	6.5	0.3	4.8%		20.5%	4.8
	Travellers Branch	24.0	7.2	2.3	14.4	26.9	-2.9	-12.2%		30.2%	30.3
	Commercial and Trade Branch	40.7	11.6	2.9	26.3	43.8	-3.0	-7.5%		28.4%	37.9
	Intelligence & Enforcement Branch	62.1	15.0	2.6	44.6	68.4	-6.3	-10.1%		24.1%	65.4
	Atlantic Region	64.9	15.2	1.5	48.1	63.6	1.3	2.0%		23.5%	66.6
	Quebec Region	183.8	39.4	23.3	121.1	173.3	10.5	5.7%	1.3	21.5%	180.7
	Northern Ontario Region	56.5	13.1	1.5	41.9	56.9	-0.4	-0.7%		23.1%	59.1
	Greater Toronto Area Region	217.7	47.5	36.1	134.1	204.2	13.4	6.2%	2.6	21.8%	208.1
	Southern Ontario Region	135.2	32.0	1.8	101.5	135.2	0.0	0.0%		23.6%	135.3
	Prairie Region	106.4	23.8	7.4	75.2	102.6	3.8	3.6%		22.4%	109.0
	Pacific Region	164.2	37.2	21.7	105.3	158.6	5.7	3.4%		22.6%	170.3
	Corporate Accounts		0.5		-0.5						0.6
	Reserve	-134.2			-134.2		-134.2	100.0%			
	Corporate Adjustment		6.4	0.0	-6.4						3.2
	Project Systems										
	Vote 1 Total - Financial System as at July 7	1,282.3	335.7	205.2	741.4	1,421.3	-139.0	-10.8%		26.2%	1,438.4
Vote 1 (anticipated)	Anticipated Adjustments	171.4			171.4		171.4	100.0%	162.8		
	Vote 1 Regular Base Total	1,453.6	335.7	205.2	912.7	1,421.3	32.3	2.2%		23.1%	1,438.4
Vote 5	Finance & Corporate Management Branch	0.5		0.4	0.1	5.1	-4.6	-913.2%			-0.2
	Human Resources Branch	1.4			1.4	1.2	0.2	16.2%			
	Strategic Policy Branch					0.2	-0.2				
	Information, Science & Technology Branch		-0.0		0.0	0.6	-0.6				
	Travellers Branch	1.0	0.2	0.2	0.6		1.0	100.0%	0.8	20.4%	
	Commercial and Trade Branch										
	Intelligence & Enforcement Branch	0.2			0.2	0.2	0.0	2.5%			
	Atlantic Region										
	Quebec Region					0.1	-0.1				
	Northern Ontario Region		0.0		-0.0	0.0	-0.0				0.2
	Greater Toronto Area Region										0.0
	Southern Ontario Region										
	Reserve	-82.2			-82.2		-82.2	100.0%			
	Corporate Adjustment		0.0		-0.0						0.2
	Vote 5 Total - Financial System as at July 7	-79.2	0.2	0.6	-80.0	7.3	-86.5	109.2%		-0.2%	0.2
Vote 5 (anticipated)	Anticipated Adjustments	79.4			79.4		79.4	100.0%	63.5		
	Vote 5 Regular Base Total	0.2	0.2	0.6	-0.6	7.3	-7.1	-3650.4%		100.9%	0.2
	Regular Base Grand Total	1,453.8	335.9	205.9	912.1	1,428.6	25.2	1.7%		23.1%	1,438.5



Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Alternatives to Detention	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.1	0.0		0.1		0.1	100.0%	0.1	2.0%	0.2
			Information, Science & Technology Branch	0.0		0.0	0.0	0.0	0.0%	0.0	0.0%	0.3	
			Intelligence & Enforcement Branch	4.3	0.9	4.6	-1.2	5.5	-1.1	-26.6%	0.0	22.0%	3.8
			Atlantic Region	0.1	0.0		0.1	0.1	-0.0	-0.0%	0.0	21.1%	0.1
			Quebec Region	0.4	0.1	0.0	0.3	0.4	0.0	0.0%	0.0	24.1%	0.5
			Northern Ontario Region	0.1	0.0		0.1	0.1	0.0	9.5%	0.0	30.0%	0.1
			Greater Toronto Area Region	1.0	0.1	0.0	0.9	1.0	0.0	3.1%	0.0	11.5%	1.0
			Southern Ontario Region	0.1	0.0		0.1	0.1	0.0	0.9%	0.0	5.1%	0.1
			Prairie Region	0.3	0.1		0.3	0.3	-0.0	-0.0%	0.0	16.5%	0.3
			Pacific Region	0.4	0.1	0.0	0.3	0.4	-0.0	-0.0%	0.0	19.0%	0.3
			Unallocated Project	1.5			1.5		1.5	100.0%	1.4	0.0%	
	Alternatives to Detention Total			8.3	1.3	4.6	2.4	7.8	0.5	6.4%	0.1	16.0%	6.7
	eManifest	Commercial and Trade Branch	CARM Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
			Finance & Corporate Management Branch	0.2	0.0		0.2	0.2	-0.0	-0.0%	0.0	7.8%	0.1
			Strategic Policy Branch	1.8	0.4	0.4	1.0	1.8	0.0	0.0%	0.0	20.1%	1.8
			Information, Science & Technology Branch	46.0	2.4	2.5	41.2	42.7	3.3	7.2%	1.0	5.2%	43.0
			Commercial and Trade Branch	6.1	0.9	0.4	4.8	4.1	2.0	32.4%	1.7	14.1%	4.2
			Intelligence & Enforcement Branch	8.4	0.8	1.5	6.1	7.7	0.7	8.4%	0.3	9.4%	5.8
			Atlantic Region				0.0		0.0	0.0%	0.0	0.0%	0.0
	eManifest Total			62.2	4.4	4.8	52.9	56.5	5.6	9.0%	2.5	7.1%	54.9
	Guns and Gangs	Commercial and Trade Branch	Audit & Evaluation	0.0			0.0		0.0	0.0%	0.0	0.0%	
			Finance & Corporate Management Branch	0.4			0.4	0.0	0.3	98.2%	0.3	0.0%	
			Human Resources Branch	1.3	0.0		1.3	0.0	1.3	99.6%	1.3	0.3%	0.5
			Information, Science & Technology Branch	1.7	0.0		1.7	1.1	0.6	37.2%	0.5	1.4%	0.6
			Travellers Branch	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Commercial and Trade Branch	1.5			1.5	0.9	0.6	38.7%	0.5	0.0%	0.2
			Intelligence & Enforcement Branch	0.1	0.0		0.1		0.1	100.0%	0.1	18.0%	0.2
			Atlantic Region	0.0			0.0	0.0	0.0	0.0%	0.0	0.0%	
			Quebec Region	0.1			0.1	0.1	0.0	0.0%	0.0	0.0%	0.0
			Northern Ontario Region	0.1			0.1	0.1	-0.0	-0.0%	0.0	0.0%	0.0
			Greater Toronto Area Region	0.1	0.0		0.1	0.1	0.0	0.0%	0.0	0.9%	
			Southern Ontario Region	0.1		0.0	0.1	0.1	0.0	1.4%	0.0	0.0%	0.0
			Prairie Region	0.2	0.0	0.0	0.2	0.2	-0.0	-0.0%	0.0	2.1%	0.0
			Pacific Region	0.1	0.0	0.0	0.1	0.1	0.0	0.0%	0.0	1.1%	0.0
			Reserve	-0.3			-0.3		-0.3	100.0%	0.0	0.0%	
	Guns and Gangs Total			5.4	0.0	0.0	5.3	2.7	2.7	49.9%	2.4	0.9%	1.4
	Opioid / Fentanyl	Commercial and Trade Branch	Finance & Corporate Management Branch	0.1			0.1	0.1	0.0	0.1%	0.0	0.0%	0.1
			Human Resources Branch	0.4			0.4	0.0	0.4	98.4%	0.4	0.0%	0.3
			Information, Science & Technology Branch	1.8	0.1	0.0	1.7	1.7	0.1	4.6%	0.0	7.9%	1.2
			Commercial and Trade Branch	3.4	0.0	0.0	3.3	3.1	0.2	7.4%	0.1	0.7%	0.3
			Intelligence & Enforcement Branch	0.5	0.0		0.5	0.5	0.0	0.6%	0.0	0.9%	0.1
			Quebec Region	0.1	0.0	0.0	0.1	0.1	0.0	1.1%	0.0	13.0%	0.1
			Greater Toronto Area Region	0.1			0.1	0.1	-0.0	-0.0%	0.0	0.0%	0.1
			Pacific Region	0.1	0.0	0.0	0.1	0.1	0.0	0.0%	0.0	11.5%	0.1
	Opioid / Fentanyl Total			6.6	0.2	0.1	6.3	5.9	0.7	10.8%	0.4	3.2%	2.3



Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Security Certificate Division 9	Intelligence & Enforcement Branch	Legal	0.1		0.0	0.1	0.0	0.1	93.0%	0.0	0.0%	0.0
			Strategic Policy Branch	0.1	0.0		0.1		0.1	100.0%	0.1	10.8%	0.1
			Intelligence & Enforcement Branch	1.6	0.2	0.1	1.4	1.5	0.1	6.1%	0.0	9.5%	1.4
			Quebec Region				0.0		0.0	0.0%	0.0	0.0%	0.0
			Northern Ontario Region	0.6	0.1		0.5	0.5	0.0	4.9%	0.0	12.9%	0.6
			Greater Toronto Area Region	0.6	0.1	0.0	0.5	0.6	0.0	0.0%	0.0	12.2%	0.4
			Reserve	0.0			0.0		0.0	100.0%	0.0	0.0%	
	Security Certificate Division 9 Total			2.9	0.3	0.1	2.5	2.6	0.3	10.6%	0.2	10.5%	2.4
	African Swine Fever	Commercial and Trade Branch	CARM Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
			Finance & Corporate Management Branch	0.1			0.1	0.3	-0.2	-382.5%	0.0	0.0%	
			Human Resources Branch	2.3	0.1	0.1	2.0	1.3	1.0	43.0%	0.9	4.8%	0.8
			Travellers Branch	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Commercial and Trade Branch	0.6	0.0	0.0	0.5	0.5	0.0	6.8%	0.0	6.8%	0.3
			Quebec Region	0.5	0.0	0.0	0.5	0.1	0.3	69.6%	0.3	1.3%	0.1
			Greater Toronto Area Region	1.9	0.1	0.1	1.7	1.4	0.4	22.2%	0.3	3.8%	0.4
			Pacific Region	1.5	0.1	0.1	1.4	1.3	0.2	13.6%	0.1	3.6%	0.3
			Reserve	0.3			0.3		0.3	100.0%	0.3	0.0%	
	African Swine Fever Total			7.1	0.3	0.3	6.5	5.0	2.1	29.8%	1.8	3.9%	1.8
	Duty to Relief	Commercial and Trade Branch	Commercial and Trade Branch	0.9	0.1		0.8	1.0	-0.1	-7.2%	0.0	10.2%	0.8
			Quebec Region	0.6	0.1	0.0	0.5	0.6	0.0	1.2%	0.0	15.4%	0.5
			Greater Toronto Area Region	0.8	0.0		0.8	0.8	0.0	0.0%	0.0	0.1%	0.7
			Prairie Region	0.1	0.0		0.1	0.1	-0.0	-0.6%	0.0	15.9%	0.0
			Pacific Region	0.1	0.0		0.1	0.1	0.0	22.0%	0.0	17.9%	0.1
	Duty to Relief Total			2.5	0.2	0.0	2.3	2.6	-0.0	-1.2%	0.0	8.9%	2.2
	Irregular Migration & Incremental Asylum	Intelligence & Enforcement Branch	Finance & Corporate Management Branch		0.0		-0.0	0.1	-0.1	0.0%	0.0	0.0%	0.1
			Human Resources Branch				0.0	0.1	-0.1	0.0%	0.0	0.0%	1.8
			Strategic Policy Branch		0.3	0.0	-0.3	0.3	-0.3	0.0%	0.0	0.0%	0.7
			Information, Science & Technology Branch				0.0		0.0	0.0%	0.0	0.0%	
			Travellers Branch				0.0		0.0	0.0%	0.0	0.0%	0.2
			Intelligence & Enforcement Branch		0.6	0.0	-0.6	4.2	-4.2	0.0%	0.0	0.0%	4.5
			Atlantic Region	0.0			-0.0	0.4	-0.4	0.0%	0.0	0.0%	0.2
			Quebec Region	1.4		11.1	-12.6	27.4	-27.4	0.0%	0.0	0.0%	30.0
			Northern Ontario Region	0.4	0.0	0.0	-0.4	1.9	-1.9	0.0%	0.0	0.0%	0.9
			Greater Toronto Area Region		0.0		-0.0	8.2	-8.2	0.0%	0.0	0.0%	9.0
			Southern Ontario Region		0.0		-0.0	0.1	-0.1	0.0%	0.0	0.0%	0.4
			Prairie Region		0.1	0.4	-0.5	4.7	-4.7	0.0%	0.0	0.0%	2.9
			Pacific Region		0.0	0.2	-0.3	1.9	-1.9	0.0%	0.0	0.0%	0.9
			Unallocated Project	31.3			31.3		31.3	100.0%	29.7	0.0%	
			Reserve	111.3			111.3		111.3	100.0%	105.7	0.0%	
	Irregular Migration & Incremental Asylum Total			142.5	2.9	11.8	127.8	49.3	93.2	65.4%	86.1	2.0%	51.4
	Efficiency and Modernization Program	Finance & Corporate Management Branch	Finance & Corporate Management Branch	6.2	0.0	0.1	6.0	0.5	5.6	91.5%	5.3	0.8%	0.4
			Chief Transformation Officer Branch	0.9	0.0	0.4	0.5	0.9	0.1	7.4%	0.0	3.1%	0.7
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
	Efficiency and Modernization Program Total			7.1	0.1	0.5	6.5	1.4	5.7	80.6%	5.4	1.0%	1.1
	Trade Base Money Laundering	Intelligence & Enforcement Branch	Intelligence & Enforcement Branch	1.4	0.1	0.1	1.1	1.4	-0.0	-0.0%	0.0	10.5%	
			Northern Ontario Region		-0.0		0.0		0.0	0.0%	0.0	0.0%	
			Reserve	0.0			0.0		0.0	100.0%	0.0	0.0%	
	Trade Base Money Laundering Total			1.4	0.1	0.1	1.2	1.4	0.0	2.7%	0.0	10.1%	
	Vote 1 Total - Financial System as at July 7			246.0	9.9	22.3	213.8	135.1	110.9	45.1%	98.6	4.0%	124.3
Vote 1 (anticipated)	Anticipated Adjustment - eManifest	Commercial and Trade Branch	Reserve										
				12.7			12.7		12.7	100.0%	12.0	0.0%	
Vote 1 Initiatives Total				258.7	9.9	22.3	226.5	135.1	123.6	47.8%	110.7	3.8%	124.3



Initiatives - Vote 5

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 5 (in system)	Alternatives to Detention	Intelligence & Enforcement Branch	Information, Science & Technology Branch				0.0	0.9	-0.9	0.0%	0.0	0.0%	
	Alternatives to Detention Total						0.0	0.9	-0.9	0.0%	0.0	0.0%	
	eManifest	Commercial and Trade Branch	Information, Science & Technology Branch			0.0	0.0		0.0	0.0%	0.0	0.0%	
			Commercial and Trade Branch				0.0		0.0	0.0%	0.0	0.0%	
	eManifest Total					0.0	0.0		0.0	0.0%	0.0	0.0%	
	Guns and Gangs	Commercial and Trade Branch	Finance & Corporate Management Branch	1.3		0.2	1.0	0.2	1.0	81.0%	0.8	0.0%	0.5
			Information, Science & Technology Branch	0.9	0.2		0.8	3.2	-2.2	-232.7%	0.0	19.6%	1.1
			Commercial and Trade Branch	19.2			19.2	6.7	12.5	65.4%	8.7	0.0%	0.0
			Reserve	-1.0			-1.0		-1.0	100.0%	0.0	0.0%	
	Guns and Gangs Total			20.4	0.2	0.2	20.0	10.1	10.4	50.8%	6.3	0.9%	1.7
	Opioid / Fentanyl	Commercial and Trade Branch	Finance & Corporate Management Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
			Human Resources Branch	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Information, Science & Technology Branch	1.6		0.4	1.2	0.4	1.2	77.4%	0.9	0.0%	1.4
			Commercial and Trade Branch	0.9	0.2	0.1	0.7	2.2	-1.3	-142.0%	0.0	19.5%	0.0
	Opioid / Fentanyl Total			2.6	0.2	0.4	2.0	2.6	0.0	0.0%	0.0	7.0%	1.4
	African Swine Fever	Commercial and Trade Branch	Finance & Corporate Management Branch										
							0.0		0.0	0.0%	0.0	0.0%	1.1
	African Swine Fever Total						0.0		0.0	0.0%	0.0	0.0%	1.1
	Duty to Relief	Commercial and Trade Branch	Commercial and Trade Branch				0.0		0.0	0.0%	0.0	0.0%	
	Duty to Relief Total						0.0		0.0	0.0%	0.0	0.0%	
	Irregular Migration & Incremental Asylum	Intelligence & Enforcement Branch	Finance & Corporate Management Branch			0.0	-0.0	0.3	-0.3	0.0%	0.0	0.0%	
			Information, Science & Technology Branch				0.0		0.0	0.0%	0.0	0.0%	
			Quebec Region				0.0		0.0	0.0%	0.0	0.0%	0.1
			Unallocated Project	1.1			1.1		1.1	100.0%	0.9	0.0%	
	Irregular Migration & Incremental Asylum Total			1.1		0.0	1.1	0.3	0.9	77.7%	0.6	0.0%	0.1
	Efficiency and Modernization Program	Finance & Corporate Management Branch	Information, Science & Technology Branch				0.0		0.0	0.0%	0.0	0.0%	
	Efficiency and Modernization Program Total						0.0		0.0	0.0%	0.0	0.0%	
Vote 5 Total				24.1	0.4	0.7	23.1	13.7	10.4	43.1%	5.6	1.5%	4.2



Projects Financial Situation – Vote 1

In Millions

Base Breakdown	Project	Project OPI Branch	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V1
Projects - TB Funded	All Weather Facility	Finance & Corporate Management Branch	0.3	0.0	0.2	94.0%	0.2
	Asylum Interoperability Project (AIP)	Intelligence & Enforcement Branch	6.9	3.4	3.5	50.4%	3.1
	Biometrics Expansion	Information, Science & Technology Branch	9.8	3.7	6.1	62.1%	5.6
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	0.0		0.0	100.0%	0.0
	BTB - North Portal	Finance & Corporate Management Branch		0.0	-0.0	0.0%	0.0
	CARM	CARM Branch	42.3	8.1	34.1	80.8%	32.0
	Enterprise Data Analytics	Strategic Policy Branch	14.2	13.6	0.6	4.3%	0.0
	Entry-Exit	Travellers Branch	10.3	7.3	3.1	29.5%	2.5
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	9.8	0.3	9.4	96.5%	8.9
	ICSI - Marine Container Examination	Commercial and Trade Branch	15.8	4.8	11.0	69.8%	10.2
	Integrated Staffing Solution (ISS)	Human Resources Branch		0.2	-0.2	0.0%	0.0
	Interactive Advance Passenger Information	Travellers Branch	4.5	3.5	1.0	22.1%	0.8
	Passenger Protect Program	Travellers Branch	4.0	1.0	3.1	75.5%	2.9
	POEMS (Port of Entry Management System)	Commercial and Trade Branch	0.2	0.3	-0.2	-117.3%	0.0
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	1.6	0.7	0.9	54.6%	0.8
	RFID Initiative	Travellers Branch	0.2	0.2	0.0	9.9%	0.0
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	7.7	5.1	2.6	33.8%	2.2
	Traveller Processing Modernization	Travellers Branch			0.0	0.0%	0.0
	Trusted Trader - FAST	Commercial and Trade Branch	3.2	1.2	2.0	63.1%	1.9
	Projects - TB Funded Total		130.6	53.4	77.2	59.1%	70.7
Projects - Internally Funded	Canadian Export Reporting System	Commercial and Trade Branch	3.6	1.6	1.9	53.7%	1.7
	Chain of Trust - Advance Traveller Information	Travellers Branch	1.4	1.1	0.4	26.9%	0.3
	Dynamic Risking	Travellers Branch	6.0	3.2	2.8	46.8%	2.5
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	1.9	0.0	1.8	99.0%	1.7
	Enterprise Case Management Solution	Information, Science & Technology Branch	0.8	1.3	-0.5	-61.8%	0.0
	ERASS 2	Information, Science & Technology Branch	0.5	0.3	0.2	37.2%	0.2
	Land Border Crossing Project	Finance & Corporate Management Branch	3.6	4.3	-0.7	-20.0%	0.0
	Master Data Management	Information, Science & Technology Branch	5.1	4.2	0.9	17.6%	0.6
	Mobile Border	Travellers Branch	1.0	0.5	0.5	51.4%	0.5
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch		0.1	-0.1	0.0%	0.0
	Next Handheld Device	Travellers Branch	2.3	1.9	0.3	15.1%	0.2
	Nexus Modernization	Travellers Branch	0.4	0.2	0.3	62.8%	0.3
	Pay Modernization	Human Resources Branch	0.8	0.9	-0.1	-8.4%	0.0
	Planning Budgeting and Forecasting	Finance & Corporate Management Branch			0.0	0.0%	0.0
	Primary Inspection Kiosk 1.0	Travellers Branch	1.7	1.6	0.1	4.6%	0.0
	Secure Corridor Concept	Commercial and Trade Branch	0.2	0.0	0.2	91.0%	0.2
	Service Oriented Architecture	Information, Science & Technology Branch	2.8	2.7	0.1	4.7%	0.0
	Projects - Internally Funded Total		32.2	24.0	8.2	25.4%	6.6
Grand Total			162.8	77.4	85.4	52.5%	77.3

Development / Maintenance			
Net Position		Unallocated projects	
Development	Maintenance	Development	Maintenance
0.2	0.0	0.0	0.0
3.5	0.0	6.9	0.0
6.4	-0.3	6.4	3.4
0.0	0.0	0.0	0.0
-0.0	0.0	0.0	0.0
12.3	21.8	14.3	21.8
0.6	0.0	0.0	0.0
5.1	-2.1	5.5	4.7
9.4	0.0	8.5	0.0
9.6	1.4	9.6	1.4
-0.2	0.0	0.0	0.0
0.0	1.0	0.0	4.5
3.1	0.0	3.9	0.0
-0.2	0.0	0.0	0.2
0.0	0.9	0.0	1.6
0.0	0.0	0.0	0.2
0.4	2.2	0.8	4.0
0.0	0.0	0.0	0.0
2.0	-0.0	2.0	0.0
52.2	25.0	57.9	41.8
0.6	1.3	2.2	1.3
0.4	0.0	1.4	0.0
2.8	0.0	5.6	0.0
1.8	0.0	1.9	0.0
-0.5	0.0	0.8	0.0
0.0	0.2	0.0	0.5
-0.7	0.0	1.3	0.0
0.0	0.9	0.0	5.1
0.5		1.0	0.0
-0.1	0.0	0.0	0.0
0.3	0.0	2.3	0.0
-0.1	0.3	0.1	0.4
0.0	-0.1	0.0	0.8
0.0	0.0	0.0	0.0
0.0	0.1	0.0	0.0
0.2	0.0	0.2	0.0
0.0	0.1	0.0	2.8
5.3	2.9	16.8	10.9
57.5	27.9	74.8	52.7



Projects Financial Situation – Vote 5

In Millions

Base Breakdown	Project	Project OPI Branch	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V5
Projects - TB Funded	All Weather Facility	Finance & Corporate Management Branch	7.6	8.4	-0.7	-9.4%	0.0
	Asylum Interoperability Project (AIP)	Intelligence & Enforcement Branch		0.3	-0.3	0.0%	0.0
	Biometrics Expansion	Information, Science & Technology Branch	2.3	0.0	2.3	99.4%	1.8
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	12.1		12.1	100.0%	9.6
	BTB - North Portal	Finance & Corporate Management Branch	6.4	6.6	-0.1	-2.3%	0.0
	CARM	CARM Branch	75.0	51.3	23.7	31.6%	8.7
	Enterprise Data Analytics	Strategic Policy Branch			0.0	0.0%	0.0
	Entry-Exit	Travellers Branch	2.3	4.0	-1.7	-72.6%	0.0
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	0.1		0.1	100.0%	0.0
	ICSI - Marine Container Examination	Commercial and Trade Branch	10.8	5.2	5.6	51.7%	3.4
	Integrated Staffing Solution (ISS)	Human Resources Branch	0.5	1.4	-1.0	-215.9%	0.0
	Interactive Advance Passenger Information	Travellers Branch	0.0	0.0	0.0	0.0%	0.0
	Passenger Protect Program	Travellers Branch	17.2	9.0	8.3	48.0%	4.8
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	10.3	2.0	8.3	80.6%	6.2
	RFID Initiative	Travellers Branch			0.0	0.0%	0.0
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	35.3	36.3	-1.0	-2.7%	0.0
	Traveller Processing Modernization	Travellers Branch		0.4	-0.4	0.0%	0.0
	Trusted Trader - FAST	Commercial and Trade Branch	0.8	0.3	0.5	63.5%	0.3
Projects - TB Funded Total			180.7	125.2	55.5	30.7%	19.4
Projects - Internally Funded	Canadian Export Reporting System	Commercial and Trade Branch	1.1	3.2	-2.1	-187.4%	0.0
	Chain of Trust - Advance Traveller Information	Travellers Branch	0.5	3.1	-2.6	-574.9%	0.0
	Dynamic Risking	Travellers Branch	0.2	0.3	-0.1	-74.1%	0.0
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	5.2	6.4	-1.2	-23.6%	0.0
	Enterprise Case Management Solution	Information, Science & Technology Branch	2.1	2.0	0.1	3.9%	0.0
	ERASS 2	Information, Science & Technology Branch			0.0	0.0%	0.0
	Land Border Crossing Project	Finance & Corporate Management Branch		0.0	-0.0	0.0%	0.0
	Master Data Management	Information, Science & Technology Branch			0.0	0.0%	0.0
	Mobile Border	Travellers Branch	2.7	1.4	1.3	49.3%	0.8
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch	2.0	0.3	1.7	86.6%	1.3
	Next Handheld Device	Travellers Branch	0.6	1.0	-0.4	-62.6%	0.0
	Nexus Modernization	Travellers Branch	0.8	0.7	0.0	2.6%	0.0
	Pay Modernization	Human Resources Branch			0.0	0.0%	0.0
	Planning Budgeting and Forecasting	Finance & Corporate Management Branch	0.4	0.4	-0.0	-2.4%	0.0
	Primary Inspection Kiosk 1.0	Travellers Branch		0.1	-0.1	0.0%	0.0
	Secure Corridor Concept	Commercial and Trade Branch	1.8	1.5	0.3	19.1%	0.0
	Service Oriented Architecture	Information, Science & Technology Branch			0.0	0.0%	0.0
Projects - Internally Funded Total			17.3	20.4	-3.1	-17.9%	0.0
Grand Total			198.0	145.6	52.4	26.5%	12.8

Development / Maintenance			
Net Position		Unallocated projects	
Development	Maintenance	Development	Maintenance
-0.7	0.0	0.0	0.0
-0.3	0.0	0.0	0.0
1.3	1.0	1.3	1.0
12.1	0.0	12.1	0.0
-0.1	0.0	0.0	0.0
23.7	0.0	26.1	0.0
0.0	0.0	0.0	0.0
-1.7	0.0	1.3	0.0
0.1	0.0	0.1	0.0
5.6	0.0	10.8	0.0
-1.0	0.0	0.5	0.0
0.0	0.0	0.0	0.0
8.3	0.0	15.0	0.0
8.3	0.0	10.3	0.0
0.0	0.0	0.0	0.0
-1.0	0.0	35.3	0.0
-0.4	0.0	0.0	0.0
0.5	0.0	0.5	0.0
54.5	1.0	113.2	1.0
-2.1	0.0	0.3	0.0
-2.6	0.0	0.5	0.0
-0.1	0.0	0.0	0.0
-1.2	0.0	5.2	0.0
0.1	0.0	2.1	0.0
0.0	0.0	0.0	0.0
-0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0
1.3	0.0	2.7	0.0
1.7	0.0	2.0	0.0
-0.4	0.0	0.6	0.0
0.0	0.0	0.8	0.0
0.0	0.0	0.0	0.0
-0.0	0.0	0.0	0.0
-0.1	0.0	0.0	0.0
0.3	0.0	0.4	0.0
0.0	0.0	0.0	0.0
-3.1	0.0	14.5	0.0
51.4	1.0	127.8	1.0



Unallocated Projects / Initiatives Status

Item (in thousands)	Unallocated Budget Q1	Carryforward Request	Reprofile Request	Budget Allocation during Q2	Outstanding Budget Allocation
TB Funded Projects - Vote 1 & 5					
All Weather Facility			1,912		-1,912
Asylum Interoperability Project (AIP)	6,888			4,771	2,117
Biometrics Expansion	12,057				12,057
BTB - Emerson					
BTB - Lacolle Traveller	12,087		12,057		30
BTB - North Portal					
CARM	62,263			4,246	58,017
Enterprise Data Analytics					
Entry-Exit	11,569				11,569
Gordie Howe International Bridge POE	8,599		8,584		15
ICSI - Marine Container Examination	21,847		5,586		16,260
Integrated Staffing Solution (ISS)	451				451
Interactive Advance Passenger Information	4,473			1	4,472
Passenger Protect Program	18,839		11,474		7,365
POEMS (Port of Entry Management System)	156				156
Postal Modernization Initiative (PMI)	11,864		8,119		3,746
RFID Initiative	189				189
Strengthening the National Immigration Detention Framework	40,136			221	39,915
Traveller Processing Modernization					
Trusted Trader - FAST	2,561				2,561
Total - TB Funded Project	213,979		47,732	9,238	157,009
Internally Funded Project - Vote 1 & 5					
Canadian Export Reporting System	3,814				3,814
Chain of Trust - Advance Traveller Information	1,895				1,895
Dynamic Risking	5,623	1,937			3,686
E-Commerce Risk Assessment-Postal & LVS	7,069				7,069
Enterprise Case Management Solution	2,919				2,919
ERASS 2	502				502
Land Border Crossing Project	1,254			1,254	
Master Data Management	5,114				5,114
Mobile Border	3,698				3,698
National Application Realization to Traveller Applications – S/O/R & PAXIS	1,980				1,980
Next Handheld Device	2,893			1,023	1,870
Nexus Modernization	1,190				1,190
Pay Modernization	823				823
Planning Budgeting and Forecasting					
Primary Inspection Kiosk 1.0					
Secure Corridor Concept	661				661
Service Oriented Architecture	2,808				2,808
Total - Internally Funded Project	42,243	1,937		2,278	38,028
Asylum/Irregular Migration	143,664		77,654	40,052	25,957
Grand Total	399,886	1,937	125,386	51,568	220,994



Controlled Funds

In Millions

Vote	Control Fund	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	CRA Regional Serv.MOU Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	25.4			25.4	25.4	0.0	0.0%	0.0	0.0%	25.9
	Defensive Equipment CF	Human Resources Branch	Human Resources Branch	3.1	0.3	1.0	1.8	3.5	-0.4	-14.5%	0.0	8.9%	2.9
	Detection Technology & Lab CF	Information, Science & Technology Branch	Information, Science & Technology Branch	7.3	0.9	3.3	3.1	7.2	0.1	2.0%	0.0	12.4%	5.9
	Fleet Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	1.4	0.2	1.2	0.0	1.2	0.2	11.0%	0.1	11.2%	1.5
			Northern Ontario Region				0.0	0.0	-0.0	0.0%	0.0	0.0%	
	Fleet Controlled Fund Total			1.4	0.2	1.2	0.0	1.2	0.2	10.9%	0.1	11.2%	1.5
	IT Asset Lifecycle Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	8.3	0.1	2.6	5.6	8.3	0.0	0.0%	0.0	1.6%	6.3
	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	45.7	6.7	37.9	1.1	47.4	-1.7	-3.7%	0.0	14.7%	43.4
			Information, Science & Technology Branch		0.0	0.0	-0.0		0.0	0.0%	0.0	0.0%	0.0
	POE Infrastructure Controlled Fund Total			45.7	6.7	37.9	1.1	47.4	-1.7	-3.7%	0.0	14.8%	43.4
	Radio Controlled Fund	Information, Science & Technology Branch	Atlantic Region	8.7	0.8	6.4	1.5	13.7	-4.9	-56.6%	0.0	9.3%	6.1
			Greater Toronto Area Region		0.0	0.0	-0.0	0.4	-0.4	0.0%	0.0	0.0%	
			Information, Science & Technology Branch				0.0	0.1	-0.1	0.0%	0.0	0.0%	
			Northern Ontario Region		0.0		-0.0	0.1	-0.1	0.0%	0.0	0.0%	
			Pacific Region				0.0	0.1	-0.1	0.0%	0.0	0.0%	
			Prairie Region				0.0	0.1	-0.1	0.0%	0.0	0.0%	
			Quebec Region				0.0	0.1	-0.1	0.0%	0.0	0.0%	
			Southern Ontario Region				0.0	0.0	-0.0	0.0%	0.0	0.0%	
			Travellers Branch				0.0	0.1	-0.1	0.0%	0.0	0.0%	
	Radio Controlled Fund Total			8.7	0.8	6.4	1.5	14.5	-5.8	-66.2%	0.0	9.6%	6.1
	Shared Infrastructure Platform (SIP)	Information, Science & Technology Branch	Information, Science & Technology Branch	23.4	3.2	4.8	15.4	23.4	0.0	0.0%	0.0	13.6%	25.0
	Imm. Refugees & Citizenship Canada - CF	Information, Science & Technology Branch	Information, Science & Technology Branch				0.0	7.4	-7.4	0.0%	0.0	0.0%	
	Shared Services Canada - Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch		0.0	0.0	-0.0	5.8	-5.8	0.0%	0.0	0.0%	
	Shared Services Canada - Controlled Fund Total				0.0	0.0	-0.0	5.8	-5.8	0.0%	0.0	0.0%	
	Public Services and Prosecution Canada (PSPC) - Controlled Fund	Information, Science & Technology Branch	Corporate Adjustment				0.0	2.0	-2.0	0.0%	0.0	0.0%	
			Information, Science & Technology Branch				0.0		0.0	0.0%	0.0	0.0%	
	Public Services and Prosecution Canada (PSPC) - Controlled Fund Total						0.0	2.0	-2.0	0.0%	0.0	0.0%	
	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Finance & Corporate Management Branch		0.1	0.0	-0.1	1.0	-1.0	0.0%	0.0	0.0%	
	Public Prosecution Service of Canada (PPSC)	Finance & Corporate Management Branch	Corporate Accounts	5.0	0.5	4.2	0.2	4.8	0.3	5.0%	0.0	10.6%	
			Finance & Corporate Management Branch	0.0			0.0		0.0	0.0%	0.0	0.0%	
	Public Prosecution Service of Canada (PPSC) Total			5.0	0.5	4.2	0.2	4.8	0.3	5.0%	0.0	10.6%	
	Claims against the Crown	Finance & Corporate Management Branch	Corporate Accounts	2.0	0.0		2.0	2.0	0.0	0.0%	0.0	0.2%	
	Uniform Program	Travellers Branch	Travellers Branch	7.9	1.2	7.2	-0.5	6.9	1.0	12.3%	0.6	15.3%	
	Uniform Program Total			7.9	1.2	7.2	-0.5	6.9	1.0	12.3%	0.6	15.3%	
	Vote 1 Total - Financial System as at July 7			138.2	14.1	68.5	55.6	160.8	-22.7	-16.4%	0.0	10.2%	116.9
Vote 1 (anticipated)	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	0.2			0.2		0.2	100.0%	0.2	0.0%	
	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Finance & Corporate Management Branch	1.8			1.8		1.8	100.0%	1.7	0.0%	
	Vote 1 Total - Anticipated Adjustments			2.0			2.0		2.0	100.0%	1.9	0.0%	
Vote 1 Total			140.1	14.1	68.5	57.6	160.8	-20.7	-14.8%	0.0	10.0%	116.9	
Vote 5 (in system)	Detection Technology & Lab CF	Information, Science & Technology Branch	Corporate Adjustment	14.5	0.1	4.6	9.8	9.5	5.0	34.5%	2.1	0.7%	6.0
			Information, Science & Technology Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
	Detection Technology & Lab CF Total			14.5	0.1	4.6	9.8	9.5	5.0	34.5%	2.1	0.7%	6.0
	Fleet Controlled Fund	Finance & Corporate Management Branch	Corporate Adjustment	5.4	0.3	4.6	0.5	5.4	0.0	0.4%	0.0	6.2%	4.3
			Finance & Corporate Management Branch				0.0		0.0	0.0%	0.0	0.0%	-0.6
	Fleet Controlled Fund Total			5.4	0.3	4.6	0.5	5.4	0.0	0.4%	0.0	6.2%	3.7
	IT Asset Lifecycle Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	0.3		0.0	0.3		0.3	100.0%	0.3	0.0%	0.0
	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	13.3	0.2	21.4	-8.3	16.4	-3.2	-24.0%	0.0	1.8%	15.3
	Radio Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	0.6		0.6	0.0	1.3	-0.7	-123.9%	0.0	0.0%	0.5
	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Finance & Corporate Management Branch				0.0	3.9	-3.9	0.0%	0.0	0.0%	
	Vote 5 Total - Financial System as at July 7			34.1	0.7	31.2	2.2	36.6	-2.5	-7.3%	0.0	2.0%	25.5
Vote 5 (anticipated)	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	7.9			7.9		7.9	100.0%	6.3	0.0%	
	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Finance & Corporate Management Branch	4.2			4.2		4.2	100.0%	3.4	0.0%	
	Vote 5 Total - Anticipated Adjustments			12.1			12.1		12.1	100.0%	9.7	0.0%	
Vote 5 Total			46.2	0.7	31.2	14.3	36.6	9.6	20.8%	7.3	1.5%	25.5	
Control Funds Grand Total			186.3	14.7	99.6	71.9	197.4	-11.1	-5.9%		7.9%	142.4	

Corporate Accounts



In Millions

Vote	Salary/Non-Salary	Funds Center	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1	Salary	Worker's Compensation	4.4		4.3	0.1	4.4	0.0	0.0%	0	0.0%	5.0
	Salary Total		4.4		4.3	0.1	4.4	0.0	0.0%	0	0.0%	5.0
	Non-Salary	PILT	4.1		4.7	-0.6	4.7	-0.6	-15.3%	0	0.0%	4.2
	Non-Salary Total		4.1		4.7	-0.6	4.7	-0.6	-15.3%	0	0.0%	4.2
Vote 1 Total			8.5		9.0	-0.5	9.2	-0.6	-7.4%	0	0.0%	9.2
Grand Total			8.5		9.0	-0.5	9.2	-0.6	-7.4%	0	0.0%	9.2



Anticipated Budget Adjustments

In Millions

Vote	Breakdown	Adjustment Name	10100	10200	10300	10400	10500	10600	10700	10800	10900	11000	11100	11200	20100	20200	20300	20400	20500	30100	30200	30300	30400	30500	30600	30700	30800	30900	31000	99999	Grand Total	
Vote 1	Regular Base	RCMP transfer - Import requirements of the Firearms Act (Supps B)				1.7																									1.7	
		Asylum Interoperability Project (AIP) (Supps B)		5.6																	0.0	0.1	0.0	0.1	0.1		0.2				6.0	
		National Strategy Against Human Trafficking	0.1	0.9																	0.0	0.0	0.0	0.0	0.1		0.0				1.2	
		eManifest Carryforward (no WBS)	6.7	8.7																											15.4	
		eManifest WBS	-5.5	-7.1																											-12.6	
		eManifest Conversion (C-00016)																												-0.1	-0.1	
		CARM Carryforward (no WBS)					6.9																								6.9	
		CARM Carryforward Conversion (no WBS)					0.8																							-0.8	0.0	
		19-20 Carryforward (TB funded, IF funded, initiatives and base) **LESS CARM & EMAN	0.1	6.3	0.3	17.0	3.5		0.0	2.2		12.4	13.5	0.4	6.8	3.9	1.3	1.0		0.7				0.5	4.7	3.2	4.6	2.1	0.1			84.9
		Unencumbered Carryforward																							15.4							15.4
		Unencumbered Conversion																							12.6						-12.6	0.0
		Overprogramming (Financial Requirements)							0.1	2.8	1.0	1.1	15.8	6.4		12.1						1.8	4.2		11.2	0.6		5.4				62.6
		Conversion for Overprogramming	0.1	-0.2		0.5	0.2		-0.5	0.2	0.5	0.6	4.8	1.8		4.8		0.2			1.4	0.0	1.1		0.9	0.1	4.7	-0.1	-0.0	0.0	-21.1	0.0
		PI Adjustment for Overprogramming	-0.3	-1.2	-3.3	-23.2	-2.3	-1.0								-7.5	7.1	-4.1	-5.7	-6.4	25.2				-2.1	7.1		22.0		-1.7	-2.3	0.0
	V1 to V5 reallocation (Supps B)																							-8.0							-8.0	
	NRPA Bids												-2.0														0.0				-2.0	
	Initiatives	Regular Base Total	1.2	13.0	-3.0	-4.0	9.2	-1.0	-0.3	5.2	1.5	14.1	32.1	8.7	-0.7	27.9	-2.8	-4.5	-6.4	27.3	1.9	5.3	-1.5	43.9	4.0	31.5	7.4	-1.7	-2.3	-34.6	171.4	
		eManifest WBS	5.5	7.1																												12.6
		eManifest Conversion (C-00016)	0.1																													0.1
	Controlled Funds	Initiatives Total	5.6	7.1																												12.7
		NRPA Bids											2.0																			2.0
		Controlled Funds Total											2.0																			2.0
	Vote 1 Total			6.8	20.1	-3.0	-4.0	9.2	-1.0	-0.3	5.2	1.5	14.1	34.1	8.7	-0.7	27.9	-2.8	-4.5	-6.4	27.3	1.9	5.3	-1.5	43.9	4.0	31.5	7.4	-1.7	-2.3	-34.6	186.0
Vote 5	Regular Base	CARM Carryforward (no WBS)					17.2																								17.2	
		CARM Carryforward Conversion (no WBS)					-0.2																							0.2	0.0	
		19-20 Carryforward (TB funded, IF funded, initiatives and base) **LESS CARM & EMAN	0.0	0.9		10.3	20.5		0.8	1.2		1.4	15.1	1.3		3.7							0.5	0.4				1.3			57.3	
		Overprogramming (Financial Requirements)											1.7	7.3																	9.0	
		PI Adjustment Correction											-31.6			31.6															0.0	
		V1 to V5 reallocation (Supps B)											8.0																		8.0	
		NRPA Bids											-12.1																		-12.1	
	Controlled Funds	Regular Base Total	0.0	0.9		10.3	37.5		0.8	1.2		1.4	-18.9	8.6		35.3							0.5	0.4				1.3		0.2	79.4	
		NRPA Bids											12.1																			12.1
		Controlled Funds Total											12.1																			12.1
Vote 5 Total			0.0	0.9		10.3	37.5		0.8	1.2		1.4	-6.8	8.6		35.3						0.5	0.4				1.3		0.2	91.5		
Grand Total			6.8	21.0	-3.0	6.3	46.6	-1.0	0.5	6.4	1.5	15.5	27.3	17.3	-0.7	63.2	-2.8	-4.5	-6.4	27.3	1.9	5.3	-1.0	44.3	4.0	31.5	7.4	-0.3	-2.3	-34.4	277.5	



Earmarked

Category	Item	Vote 1 (In Millions)			Vote 5 (In Millions)		
		Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Special Purpose Allotement	eManifest	15.0	3.3	18.3			
	Security Certificate Division 9	0.2	0.2	0.3			
	SPA under review	4.0		4.0			
	Subtotal	19.1	3.5	22.6			
Projects	All Weather Facility	0.2	0.0	0.2		-0.7	-0.7
	Asylum Interoperability Project (AIP)	1.7	1.8	3.5		-0.3	-0.3
	Biometrics Expansion	1.1	5.3	6.4	0.1	1.2	1.3
	BTB - Lacolle Traveller	0.0	0.0	0.0		12.1	12.1
	BTB - North Portal		-0.0	-0.0		-0.1	-0.1
	CARM*	12.4	21.8	34.1	6.7	17.1	23.7
	Enterprise Data Analytics	1.0	-0.4	0.6			
	Entry-Exit	2.4	2.7	5.1	-0.3	-1.4	-1.7
	Gordie Howe International Bridge POE	7.0	2.4	9.4		0.1	0.1
	ICSI - Marine Container Examination		9.6	9.6		5.6	5.6
	Integrated Staffing Solution (ISS)		-0.2	-0.2	-0.5	-0.5	-1.0
	Interactive Advance Passenger Information					0.0	0.0
	Passenger Protect Program	1.1	1.9	3.1	4.5	3.8	8.3
	POEMS (Port of Entry Management System)		-0.2	-0.2			
	Postal Modernization Initiative (PMI)					8.3	8.3
	Strengthening the National Immigration Detention Framework	0.1	0.3	0.4		-1.0	-1.0
	Traveller Processing Modernization					-0.4	-0.4
	Trusted Trader - FAST		2.0	2.0	0.3	0.2	0.5
	Subtotal	27.0	47.0	74.1	10.8	43.7	54.5
Reprofile (non-project)	DID (Drug Impaired Driving)	0.5	0.7	1.2		0.6	0.6
	G&G (Guns and Gangs)	1.1	0.8	1.9		12.4	12.4
	Asylum/Irregular Migration	14.5	63.2	77.7			
	Subtotal	16.1	64.7	80.7		13.0	13.0
Total Earmarked		62.2	115.2	177.4	10.8	56.7	67.5

* includes CARM maintenance (SPA)



IBP PI Realignment (By Region)

In Thousands

Region	Portfolio Lead	PI	Sender	Receiver	Net Impact
NOR	CTB	10800 - Trusted Trader	60		-60
	CTB Total		60		-60
	FCMB	11100 - Buildings and Equipment	24		-24
		30900 - Material Services	10		-10
		31000 - Acquisition Services	10	122	112
	FCMB Total		44	122	78
	IEB	10100 - Targeting	60		-60
		10200 - Intelligence Collection and Analysis		60	60
	IEB Total		60	60	0
	ISTB	30600 - Information Management	159		-159
		30700 - Information Technology	257		-257
	ISTB Total		416		-416
	NOR	30100 - Management and oversight		398	398
	NOR Total			398	398
NOR Total			580	580	-
PRA	CTB	10500 - Commercial-Trade Facilitation and Compliance		1,067	1,067
	CTB Total			1,067	1,067
	FCMB	10900 - Recourse	159		-159
		30900 - Material Services	212		-212
		31000 - Acquisition Services	71		-71
	FCMB Total		443		-443
	IEB	10100 - Targeting	114		-114
		10200 - Intelligence Collection and Analysis		19	19
		20100 - Immigration Investigations		158	158
		20200 - Detentions	1,427		-1,427
		20300 - Hearings	588		-588
		20400 - Removals	610		-610
		20500 - Criminal Investigations		488	488
	IEB Total		2,739	664	-2,075
	ISTB	30600 - Information Management	320		-320
		30700 - Information Technology	129		-129
	ISTB Total		449		-449
	PRA	30100 - Management and oversight		783	783
	PRA Total			783	783
	Traveller	10400 - Traveller Facilitation and Compliance		1,244	1,244
		10700 - Trusted Traveller	266	139	-127
	Traveller Total		266	1,383	1,117
PRA Total			3,897	3,897	-
SOR	CTB	10500 - Commercial-Trade Facilitation and Compliance	729	7	-722
	CTB Total		729	7	-722
	FCMB	30900 - Material Services		26	26
		31000 - Acquisition Services	56		-56
	FCMB Total		56	26	-30
	IEB	20100 - Immigration Investigations	10	522	511
		20400 - Removals		10	10
	IEB Total		10	532	522
	ISTB	30600 - Information Management		13	13
	ISTB Total			13	13
	Traveller	10400 - Traveller Facilitation and Compliance	196	1,043	847
		10700 - Trusted Traveller	323		-323
	Traveller Total		518	1,043	524
	SOR	30100 - Management and oversight	306		-306
	SOR Total		306		-306
SOR Total			1,621	1,621	-

Region	Portfolio Lead	PI	Sender	Receiver	Net Impact
GTA	CTB	10500 - Commercial-Trade Facilitation and Compliance	1,807	5,705	3,898
		10800 - Trusted Trader		3	-3
	CTB Total		1,810	5,705	3,895
	FCMB	11100 - Buildings and Equipment	184		-184
		30500 - Financial Management		180	180
		30800 - Real Property Services	221		-221
		30900 - Material Services	88		-88
		31000 - Acquisition Services	45	24	-21
	FCMB Total		538	204	-334
	GTA	30100 - Management and oversight	1,505	1,051	-455
	GTA Total		1,505	1,051	-455
	HRB	30400 - Human Resources Management Services	41		-41
	HRB Total		41		-41
	IEB	10200 - Intelligence Collection and Analysis	126	1,113	987
GTA Total		20100 - Immigration Investigations	7	128	121
		20200 - Detentions	1,754	244	-1,510
		20300 - Hearings	8	111	103
		20400 - Removals	21	6	-15
		20500 - Criminal Investigations	7	132	125
	IEB Total		1,924	1,734	-190
	ISTB	30600 - Information Management	103		-103
		30700 - Information Technology	4	27	22
	ISTB Total		107	27	-81
	Traveller	10400 - Traveller Facilitation and Compliance	4,704	2,352	-2,352
		10700 - Trusted Traveller	738		-738
	Traveller Total		5,441	2,352	-3,090
	Other/EBP	99999 - EBP Reserve		295	295
	Other/EBP Total			295	295
GTA Total			11,367	11,367	-
QUE	CTB	10500 - Commercial-Trade Facilitation and Compliance		1,759	1,759
	CTB Total			1,759	1,759
	FCMB	30500 - Financial Management		89	89
		30900 - Material Services	22		-22
	FCMB Total		22	89	66
	ISTB	30600 - Information Management	177		-177
	ISTB Total		177		-177
	Traveller	10400 - Traveller Facilitation and Compliance	1,988	344	-1,644
		10700 - Trusted Traveller	344	228	-116
	Traveller Total		2,331	572	-1,759
	QUE	30100 - Management and oversight		110	110
	QUE Total			110	110
QUE Total			2,530	2,530	-
Grand Total			19,995	19,995	-



Budget Adjustments for Decision (supplemental program inventory details)

Item	Branch	Program Inventory	Vote 1 (\$000s)			Temporary (in-year)	Permanent
			Salary	Non Salary	Total		
Program Inventory Realignment							
Realignment of PI authorities as per approved IBP	FCMB	Commercial-Trade Facilitation and Compliance		157	157	X	
		Recourse	315	-25	290		
		Buildings and Equipment	2,881	-104	2,777		
		Management and oversight	-549	61	-488		
		Financial Management	208	-476	-268		
		Real Property Services	-4,811	793	-4,018		
		Material Services	-122	-216	-338		
		Acquisition Services	-283	318	36		
		Human Resources Management Services	1,672	-63	1,609		
		Information Technology	688	-446	243		
Realignment of PI authorities for future years	FCMB	Buildings and Equipment	2,870		2,870		X
		Real Property Services	-4,550		-4,550		
		Human Resources Management Services	1,680		1,680		
Realignment of PI authorities for in-year and future years	SPB	Trusted Trader	-7		-7		X
		Traveller Facilitation and Compliance	-794	-68	-862		
		Anti-Dumping and Countervailing	-7		-7		
		Targeting	-274	-18	-292		
		Intelligence Collection and Analysis	-504	-56	-560		
		Immigration Investigations	-471	-32	-503		
		Detentions	-209	-28	-237		
		Hearings	-209	-27	-236		
		Removals	-209	-27	-236		
		Criminal Investigations	-274	-29	-303		
		Security Screening	-316	-31	-347		
		Management and oversight	3,275	314	3,589		



Horizontal Initiatives

Branch	Program Inventory	2020-21 Planned Spending	Actuals	Deem Spend Actual	Variance (Planned vs Actuals)	Burn Rate (planned vs Actuals)	Budget	Forecast
INITIATIVE TO TAKE ACTION ON GUN AND GANG VIOLENCE								
Commercial	Targeting	1,638,313	12,600	108,860	1,516,853	7%	70,000	-
	Intelligence Collection & Analysis	164,741	-	5,290	159,451	3%	1,428,478	-
	Traveller Facilitation and Compliance	-	-	-	-	-	-	101,247
	Commercial-Trade Facilitation and Compliance	6,524,220	192,696	59,659	6,271,865	4%	1,528,397	8,185,523
	Trusted Traveller	-	-	-	-	-	-	1,084
	Force Generation	2,486,586	-	826,585	1,660,001	33%	1,817,841	6,000
	Buildings and Equipment	1,433,899	17,213	9,646	1,407,041	2%	10,457,530	8,382,599
	Field Technology Support	17,731,655	27,184	126,691	17,577,779	1%	18,642,824	4,219,510
	Management and Oversight	-	-	-	-	-	7,223	2,700
	Communications Services	-	-	-	-	-	26,850	-
	Legal Services	-	-	-	-	-	1,730	-
	Human Resources Management	-	-	-	-	-	38,783	-
	Financial Management	-	-	-	-	-	37,291	-
	Information Technology	-	-	-	-	-	84,505	6,482
	Materiel Management	-	-	-	-	-	-	245,411
	Internal Services	846,370	-	281,348	565,022	33%	-	-
Total Guns and Gangs		30,825,784	249,693	1,418,079	29,158,012	5%	33,748,688	21,150,556
ADDRESSING THE OPIOID CRISIS								
Commercial	Targeting	296,038	4,368	16,024	275,647	7%	247,835	309,756
	Intelligence Collection & Analysis	660,198	25,515	220,119	414,564	37%	552,248	545,503
	Commercial-Trade Facilitation and Compliance	439,817	67,935	19,748	352,134	20%	1,757,409	5,442,765
	Force Generation	418,353	-	13,563	404,790	3%	377,552	6,000
	Buildings and Equipment	512,201	288,018	16,949	207,235	60%	3,941,215	95,477
	Field Technology Support	2,168,392	-	101,841	2,066,551	5%	2,262,026	2,026,340
	Real Property Management	-	-	-	-	-	-	632
	Internal Services	818,000	-	271,918	546,082	33%	-	-
Total Opioids		5,313,000	385,836	660,161	4,267,003	20%	9,138,285	8,426,473
BUILDING LAW ENFORCEMENT CAPACITY TO ADDRESS DRUG IMPAIRED DRIVING								
Traveller	Targeting	-	-	-	-	-	9,212	Forecast information is not available by IO
	Traveller Facilitation and Compliance	1,404,628	5,880	-	1,398,748	0%	989,808	
	Force Generation	3,123,750	1,243	1,038,389	2,084,118	33%	987,083	
	Buildings and Equipment	39,847	-	12,177	27,670	31%	-	
	Financial Management	-	-	-	-	-	3,214	
	Internal Services	121,775	-	40,480	81,295	33%	-	
Total Drug Impaired Driving		4,690,000	7,123	1,091,047	3,591,830	23%	1,989,317	

- Deemed spent actuals are cost related to Custodial, Force Generation, Internal Services, EBP and PSPC/SSC cost from the 2020-21 Departmental Plan (DP). Prorated rate was applied to in determining the Q1 amounts.
- No PI re-alignment was applied to the data. Data sources are BPC, CAS and 2020-2021 DP.



Horizontal Initiatives

Branch	Program Inventory	2020-21 Planned Spending	Actuals	Deem Spend Actual	Variance (Planned vs Actuals)	Burn Rate (planned vs Actuals)	Budget	Forecast
FEDERAL FRAMEWORK FOR THE LEGALIZATION & REGULATION OF CANNABIS								
Strategic Policy	Intelligence Collection & Analysis	-	-	-	-		275,861	Forecast information is not available by IO
	Traveller Facilitation and Compliance	6,475,579	-	319,967	6,155,612	5%	1,240,069	
	Recourse	643,343	33,984	39,088	570,271	11%	525,755	
	Buildings and Equipment	505,169	-	167,927	337,242	33%	-	
	Field Technology Support	229,161	16,416	-	212,745	7%	199,296	
	Management and Oversight	-	88,117	-	88,117		-	
	Legal Services	-	-	-	-		573,431	
	Information Technology	-	-	-	-		117,761	
	Internal Services	1,245,800	-	384,370	861,430	31%	-	
	Total Cannabis	9,099,052	138,517	911,352	8,049,183	12%	2,932,173	
HUMAN TRAFFICKING								
Strategic Policy	Targeting	167,235	-	13,340	153,895	8%	Budget and forecast information is not available by IO	
	Intelligence Collection & Analysis	1,296,381	41,508	143,693	1,111,181	14%		
	Force Generation	5,883	-	1,956	3,927	33%		
	Management and Oversight	-	26,137	-	26,137			
	Internal Services	247,974	-	82,431	165,543	33%		
	Total Human Trafficking	1,717,473	67,645	241,419	1,408,410	18%		
CANADIAN DRUG & SUBSTANCES STRATEGY / NATIONAL ANTI DRUG STRATEGY								
Intelligence and Enforcement	Targeting	2,100,000	-	698,077	1,401,923	33%	Budget and forecast information is included within permanent funding	
	Intelligence Collection & Analysis							
	Security Screening							
	Criminal Investigations	200,000	-	66,484	133,516	33%		
	Internal Services	1,300,000	-	432,143	867,857	33%		
	Total NADS	3,600,000	-	1,196,703	2,403,297	33%		
Fed. Contaminated Sites (Direct Costs)								
FCMB - National Real Property and	Buildings and Equipment	438,986	-	145,927	293,059	33%	Budget and forecast information is included within permanent funding	
	Internal Services	-	-	-	-			
	Total FCSAP	438,986	-	145,927	293,059	33%		

- Deemed spent actuals are cost related to Custodial, Force Generation, Internal Services, EBP and PSPC/SSC cost from the 2020-21 Departmental Plan (DP). Prorated rate was applied to in determining the Q1 amounts.
- No PI re-alignment was applied to the data. Data sources are BPC, CAS and 2020-2021 DP.



Agency Reserve – Functional Portfolios

	Program Inventory (in millions)		2020-21 Budget		Variance Explanation	
	PI	PI Name	Vote 1	Vote 5	Vote 1	Vote 5
Intelligence & Enforcement (Border Management)	10100	Targeting	13.1	0.0	\$12.9M Earmarked for eManifest \$127k Anticipated funding for Human Trafficking	
	10200	Intelligence Collection & Analysis	18.1	0.0	\$8.7M Earmarked for eManifest \$7.5M Asylum \$933k Earmarked for Human Trafficking \$258k Earmarked for MYLP2 - International Region \$552k Earmarked for Cannabis Excise Tax \$191k unencumbered (FIMC Reserve)	
	10300	Security Screening	3.2	0.0	\$2.3M Earmarked for Asylum \$29k Earmarked for Immigration Levels Plan \$852k Earmarked for Temporary Residents Contingency	
	Total		34.4	0.0		
Intelligence & Enforcement (Border Enforcement)	20100	Immigration Investigations	10.0	0.2	\$6.5M Earmarked for Asylum \$23k Earmarked for Immigration Levels Plan \$25k Earmarked for Division 9 \$1M returned to Agency Reserve from GTA for Temporary Residents \$2.4M unencumbered (FIMC Reserve)	\$232k PI variance between ME and Initial budget allocation
	20200	Detentions	12.6	0.0	\$8.6M Earmarked for Asylum \$8k Earmarked for Immigration Levels Plan \$4M unencumbered (FIMC Reserve)	
	20300	Hearings	13.2	0.0	\$10.7M Earmarked for Asylum \$10k Earmarked for Immigration Levels Plan \$2.5M unencumbered (FIMC Reserve)	
	20400	Removals	35.5	0.0	\$31.2M Earmarked for Asylum \$2k Earmarked for Immigration Levels Plan \$4.2 unencumbered (FIMC Reserve)	
	20500	Criminal Investigations	0.0	0.0		
	Total		71.3	0.2		
Traveller	10400	Traveller Facilitation & Compliance	36.3	3.3	\$31.2M Earmarked for Asylum \$814k Earmarked for Immigration Levels Plan \$675k Earmarked for Cannabis Contingency \$1.7M RCMP Transfer \$1.9M unencumbered (FIMC Reserve)	\$2.0M Earmarked for National Application Realization \$1.3M PI variance between ME and Initial budget allocation
	10700	Trusted Traveller	0.0	5.0		\$5M PI variance between ME and Initial budget allocation
	Total		36.3	8.3		
Commercial & Trade	10500	Commercial-Trade Facilitation & Compliance	3.1	-0.4	\$1.9M Earmarked for E-Commerce Risk Assessment \$1.2M unencumbered (FIMC Reserve)	\$5.2M Earmarked for E-Commerce Risk Assessment -\$5.6M PI variance between ME and Initial budget allocation
	10600	Anti-dumping & Countervailing	0.0	0.0		
	10800	Trusted Trader	0.0	-1.4		-\$1.4M PI variance between ME and Initial budget allocation
	Total		3.1	-1.8		



Agency Reserve – Enabling Portfolios

	Program Inventory (in millions)		2020-21 Budget		Variance Explanation	
	PI	PI Name	Vote 1	Vote 5	Vote 1	Vote 5
Finance & Corporate Management	10900	Recourse	0.0	0.0		
	11100	Building & Equipment	-1.8	-3.0	\$308k Earmarked for ASF Custodial -\$2M from FIMC Reserve	-\$1M Earmarked for G&G -\$1M Unencumbered FIMC Reserve for Covid -19 -\$1M PI variance between ME and Initial budget allocation
	30500	Financial Management	30.7	0.0	\$100k Earmarked for Asylum \$33k Earmarked for Immigration Levels Plan \$30.5M is unencumbered (FIMC Reserve)	
	30800	Real Property Management	1.3	0.0	\$3.5M Earmarked for Asylum \$92k Earmarked for Immigration Levels \$177k Earmarked for eMan (IEB returned to the Reserve) -\$2.5M from FIMC Reserve	
	30900	Material Management	-0.1	0.2	-\$137k from FIMC Reserve for Nationalization MM	\$174k PI variance between ME and Initial budget allocation
	31000	Acquisition Management	-0.1	0.0	-\$100k PI variance between ME and Initial budget allocation	
	Total		29.9	-2.8		
Human Resources	11000	Force Generation	5.1	0.0	\$5.1M Earmarked for Asylum \$87k Earmarked for Immigration Levels Plan \$39k Earmarked for Trade Fraud and Trade Based Money Laundering -\$95k PI variance between ME and Initial budget allocation	
	30400	Human Resource Management	0.8	0.0	\$4k Earmarked for Human Trafficking \$34k Earmarked for Immigration Levels Plan \$730k unencumbered (FIMC Reserve)	
	Total		5.9	0.0		
Information Science & Technology	11200	Field Technology Support	0.7	0.0	\$100k Earmarked for Asylum \$118k Earmarked for Labs Canada \$529k unencumbered (FIMC Reserve)	
	30600	Information Management	0.0	0.0		
	30700	Information Technology	5.2	-0.8	\$75k Earmarked for Immigration Levels Plan \$5.15M unencumbered (FIMC Reserve)	-\$758K PI variance between ME and Initial budget allocation
	Total		6.0	-0.8		
Legal Services	30300	Legal Services	0.1	0.0	\$1.5k Earmarked for Immigration Levels Plan \$118k unencumbered (FIMC Reserve)	
	Total		0.1	0.0		
Strategic Policy	30200	Communication Services	4.3	0.0	\$3.5M Earmarked for Asylum \$861k unencumbered (FIMC Reserve)	
	Total		4.3	0.0		
Management & Oversight	30100	Management & Oversight	3.5	0.0	\$1M Earmarked for Asylum \$31k Earmarked for Immigration Levels Plan	\$15k PI variance between ME and Initial budget allocation
	Total		3.5	0.0		
EBP Conversion	99999	EBP Conversion	-34.7	0.2		
	Total		-34.7	0.2		



Multi-Year Agency Authorities

<i>(in millions)</i>		2020-21		2021-22		2022-23	
		Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Permanent Funding							
Base		\$1,366.5	\$42.3	\$1,288.9	\$51.2	\$1,302.7	\$44.2
Collective Bargaining		\$87.8	\$0	\$87.8	\$0	\$87.8	\$0
	<i>Sub-Total</i>	\$1,454.3	\$42.3	\$1,376.7	\$51.2	\$1,390.5	\$44.2
Temporary Funding							
Transfers to and from OGDs		\$0.6	\$0	\$0.3	\$0	\$0.2	\$0
2018-19 Carryforward		\$0	\$0	\$0	\$0	\$0	\$0
Policy		\$323.5	\$24.1	\$159.2	\$3.9	\$66.5	\$3.3
Projects		\$60.5	\$110.6	\$16.9	\$45.8	\$6.7	\$11.7
	<i>Sub-Total</i>	\$384.6	\$134.7	\$176.5	\$49.7	\$73.4	\$15.1
Frozen Funding							
Policy		\$4.2	\$0	\$20.8	\$0	\$20.1	\$0
Projects		\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
	<i>Sub-Total</i>	\$5.0	\$0.8	\$119.4	\$0.8	\$129.1	\$0.8
Total Authorities (not inc. EBP)) - 12/12ths		\$1,843.9	\$177.8	\$1,672.6	\$101.6	\$1,593.0	\$60.0
Total Available Authorities (not inc. EBP) less Frozen		\$1,838.9	\$177.0	\$1,553.2	\$100.9	\$1,463.9	\$59.3



Frozen Authorities

<i>(in millions)</i>		2020-21		2021-22		2022-23	
		Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Frozen Pending Conditions							
Policy							
Settling Syrian refugees		\$2.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Mexico		\$0.0	\$0.0	\$19.2	\$0.0	\$19.2	\$0.0
Addressing the Challenges of African Swine Fever		\$1.9	\$0.0	\$1.6	\$0.0	\$0.9	\$0.0
Asylum		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Modernizing Canada's Border Operations		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Temporary Resident		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
	<i>Sub-Total</i>	\$4.2	\$0.0	\$20.8	\$0.0	\$20.1	\$0.0
Projects							
A-Base		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Biometrics Expansion (Kiosk)		\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
IAP1		\$0.0	\$0.0	\$4.8	\$0.0	\$4.8	\$0.0
eManifest		\$0.0	\$0.0	\$72.1	\$0.0	\$72.1	\$0.0
CARM (Assessment and Revenue Management Project)		\$0.0	\$0.0	\$20.8	\$0.0	\$31.2	\$0.0
Entry/Exit		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
	<i>Sub-Total</i>	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
Total Frozen Authorities - Pending Conditions		\$5.0	\$0.8	\$119.4	\$0.8	\$129.1	\$0.8
Total Frozen Authorities		\$5.0	\$0.8	\$119.4	\$0.8	\$129.1	\$0.8



Financial Tables

(Supporting Details - Not Intended for Discussion)

Apollo Document #:

Financial / PI / Volumetric Data Workbooks

Apollo Document #:

Branch/ Portfolio and Regional FSRs & Management Letters

Apollo Document #:



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Canada Border Services Agency Q2 Financial Situation Report

FIMC

November 19, 2020

Apollo



PROTECTION • SERVICE • INTEGRITY

Canada



Cover Sheet for FIMC

Date of Receipt: November 17, 2020

Decision Required	Financial - Approval of adjustments to in-year budgets and multi-year notional budgets; ongoing monitoring of projected in-year net position.	Decision Approved: Yes / No <i>(To be confirmed at committee)</i>																																																
Managed as Project	Approval request includes both project and non-project. Any budget adjustments related to projects is for existing projects that will continue to follow their already established project management practices and tracking mechanisms.																																																	
Financial Investment Requested	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																																																	
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Funding profile	Refer to slides 8-9.																																																	
Funding source	2020-21 in-year budget and multi-year notional budgets per quarterly budget delegation letters.																																																	
Expenditure Types & Functional Support	Various cases, requiring a range of expenditures, including both functional programs and enabling support.																																																	
Capability or Result Achieved	Adjusting budgets and ongoing planning for projected in-year net position, as well as multi-year budgeting.																																																	

Assurance: Budget adjustments and projected in-year net positions were developed via financial situation reports and management letters from Regional Directors General, Business Line and Internal Services Vice Presidents. Review and support was undertaken by both client Financial Management Advisors and the Budget and Reporting Division. Resource Management Directorate, FCMB supports the recommendations to FIMC for approval.



Financial Situation Summary

2020-21 surplus at year-end \$355.4M

Branch / Region forecasts indicate an overall surplus at year end which is supported by FCMB analysis

Vote 1 surplus at year-end \$233.5M, based on a forecasted surplus of \$138.6M salary and a surplus of \$94.9M non-salary

- **Risk under 1-year appropriation \$132.6M (1-Year risk)**
- **Breakdown by Major Expenditure Category**
 1. **Operational Base** (p.11): projected surplus at YE \$172M; 10.1% of adj. budget, 1-Year risk \$86.9M
 2. **Projects** (p.12): projected surplus at YE \$70.6M; 46.2% of adj. budget, 1-Year risk \$62.9M
 3. **Controlled Funds** incl. Corporate Accounts (p.13): projected deficit at YE \$9.1M; 5.5% of adj. budget

Vote 5 surplus at year-end \$121.9M, based on a forecasted surplus of \$13.4M salary and a surplus of \$108.5M non-salary

- **Risk under 1-year appropriation \$63.5M**
- **Breakdown by Major Expenditure Category**
 1. **Operational Base** (p.11): projected surplus at YE \$43.9M; 90.3% of adj. budget, 1-Year risk \$34.2M
 2. **Projects** (p.12): projected surplus at YE \$68.1M; 34.8% of adj. budget, 1-Year risk \$29M
 3. **Controlled Funds** (p.13): projected surplus at YE \$9.9M; 20.7% of adj. budget, 1-Year risk \$0.3M

Based on the Q2 Net Position (slide 8), and available funding after all decisions since Q1, the FIMC Reserve is in an overall deficit position

- **Vote 1 (\$28.8M)** (p.62)
- **Vote 5 (\$4.1M)** (p.63)

What does this mean?: While the Agency will surplus in excess of \$355M, this funding is primarily related to projects and initiatives, and will be pushed to future years where the 2-year appropriation is no longer available. While much improved, challenges remain in both project and operational planning, as seen in the supporting details of this deck. The negative balance in the FIMC Reserve is significant, in previous years the balance would be positive, and furthermore there would be enough set aside to fund the following year's over delegation, as well as targeted one-year investments. These issues are long standing and fundamentally can only be addressed through effective planning before the fiscal year starts. As such the decisions on p.4 address those issues which can be affected in year, and the decisions on p.5&6 aim to ensure that this situation is improved in 2021-22+.



Decisions

- Approve identified funding, carry forward, and transfer requests as described on slides 8-9
 - FIMC to recognize that in order to offset the deficit in the FIMC reserve additional surpluses will be required in Operational Base; or
 - Project and/or initiative funding will be required as an offset.
- Complete TFAs for unallocated projects or declare surplus for Q3
 - Recommendation at Q1 to complete TFAs for 2020-21 in support of OCI work plan development and implementation; and
 - As at mid-November, unallocated projects (p. 51) total \$67.1M excluding CARM.
- Staffing plans to be adjusted based on achievability for Q3
 - Recommendation at Q1 to review staffing plans for achievability;
 - Current staffing plans remain ambitious given the current operating context; and
 - Request HRB in collaboration with FCMB to provide guidance to managers in forecasting start dates.

The following draft guidance once validated by HR would be used to determine a forecast start date for a new employee:

- If casual – forecast start date with no delay
- If deployment - forecast up to 1 month delay
- If pool exists – forecast up to 2 months delay
- If competition and job poster has been posted – forecast 3-6 month delay
- If competition and job poster is not yet issued – forecast 6-9 month delay
- If no job description exists or job requires classification – 9-12 months
- Reclassification - ask HR if it will be done before March 31.



Priorities and Funding Risk in 2021+

Decision - Operational Base and Initiatives (MEC1)

1. *As part of the IBP 2021-24 each Business Line VP presents their Business Line budget workbook requested in the IBP Financial Guidance, to FIMC and/or AOC by April 1st, 2021;*
 - *As per the IBP Financial Guidance this workbook requires each business line to:*
 - ***Breakdown PI Budget allocations to each Branch and Region receiving funding;***
 - ***Forecast volumes, overtime limits, and achievable KPI Targets, for each PI in the business line per region, and by extension total volumes for the Agency***
See portfolio slides on operational base (including initiatives), found on slides 15, 19, and 22
 - ***Identify how much of each activity is being funded by base, and how much is being funded through the initiative***
Including the associated volume e.g. how many removals are funded from base vs how many from Asylum funding
2. *VPs to lead presentation and discuss:*
 - *Plans to reprofile any unallocated amounts for approved TB funded items which are due to TBS by July 31st, 2021 for reprofiles into 2022-23 and future years; or*
 - *Release unallocated funding to FIMC to be reallocated in-year to other priorities.*



Priorities and Funding Risk in 2021+

Decision - Projects (MEC2):

1. *Following the conclusion of IBP, for **P02, in June 2021** each VP OPI should present their project budget allocation to FIMC including plans for anticipated carry forward into 2021-22;*
2. *FCMB to prepare “Major Expenditure Category 2 – Projects” slides 12 and 49-50 including total budget (including anticipated carry forward) and “allocated budget”; and*
3. *VPs to lead presentation and discuss:*
 - *Reprofile of any unallocated amounts for approved TB funded items which are due to TBS by July 31st, 2021 for reprofiles into 2022-23 and future years;*
 - *Explain why the reprofile is required and if there is any impact on anticipated project outcomes; and*
 - *Release unallocated funding for internally funded projects to FIMC to be reallocated in-year to other priorities.*



Agency Summary Portfolio Dashboard Financial Situation

Portfolio	Program Inventory		2020-21 Financial Situation (In Millions)									
			Vote 1					Vote 5				
	PI	PI Name	Budget	Forecasted Expenditures	Net Position	Net Position as % of Budget	Lapse at Risk V1	Budget	Forecasted Expenditures	Net Position	Net Position as % of Budget	Lapse at Risk V5
I&E Border Management	10100	Targeting	82.2	68.7	13.6	16.5%	9.5	0.0	0.1	-0.0	-4332.7%	0.0
	10200	Intel. Collec. & Analysis	104.9	74.3	30.5	29.1%	25.3	0.9	0.0	0.9	100.0%	0.7
	10300	Security Screening	12.1	11.4	0.7	5.7%	0.1	0.0	0.0	0.0	0.0%	0.0
	Total		199.2	154.4	44.8	22.5%	34.8	0.9	0.1	0.9	94.4%	0.7
I&E Border Enforcement	20100	Immigration Investi.	89.3	63.5	25.8	28.9%	21.3	0.0	0.0	0.0	100.0%	0.0
	20200	Detentions	79.4	63.9	15.5	19.5%	11.6	0.6	0.0	0.6	100.0%	0.5
	20300	Hearings	38.9	34.9	4.0	10.3%	2.1	0.0	0.0	0.0	0.0%	0.0
	20400	Removals	66.2	33.0	33.2	50.2%	29.9	0.0	0.0	0.0	0.0%	0.0
	20500	Criminal Investigations	31.6	32.9	-1.4	-4.3%	0.0	0.1	0.2	-0.1	-110.0%	0.0
	Total		305.5	228.3	77.2	25.3%	61.9	0.7	0.2	0.5	66.0%	0.3
Traveller	10400	Travel. Facil. & Compli.	521.1	450.8	70.4	13.5%	44.3	29.0	17.0	12.1	41.6%	6.3
	10700	Trusted Traveller	20.1	17.4	2.7	13.4%	1.7	0.7	0.5	0.2	22.6%	0.0
	Total		541.2	468.1	73.1	13.5%	46.0	29.7	17.5	12.2	41.2%	6.3
Commercial & Trade	10500	Comm.-Trade Facil. & Comp	350.1	319.4	30.7	8.8%	13.2	97.3	57.2	40.1	41.2%	20.6
	10600	Anti-Dumping & Counterv.	10.7	7.7	3.0	28.2%	2.5	0.0	0.0	0.0	0.0%	0.0
	10800	Trusted Trader	10.3	8.7	1.6	15.7%	1.1	2.6	1.7	0.9	33.5%	0.3
	Total		371.1	335.8	35.3	9.5%	16.8	99.9	58.9	41.0	41.0%	21.0
Finance and Corporate Management	10900	Recourse	18.9	15.7	3.2	16.8%	2.2	0.0	0.0	0.0	0.0%	0.0
	11100	Buildings and Equipment	109.7	93.1	16.6	15.1%	11.1	98.8	75.6	23.2	23.5%	3.4
	30500	Financial Management	38.6	32.1	6.5	16.9%	4.6	0.4	0.4	-0.0	-0.1%	0.0
	30800	Real Property Management	28.6	23.9	4.7	16.5%	3.3	0.0	0.0	0.0	0.0%	0.0
	30900	Material Management	5.2	8.6	-3.4	-66.6%	0.0	5.6	5.7	-0.0	-0.6%	0.0
	31000	Acquisition Management	5.9	6.1	-0.2	-3.7%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		206.9	179.5	27.4	13.2%	17.0	104.9	81.7	23.2	22.1%	2.2
Human Resources	11000	Force Generation	72.4	51.0	21.4	29.5%	17.8	1.4	1.2	0.2	16.2%	0.0
	30400	Human Resources Mngt.	50.8	60.8	-10.0	-19.7%	0.0	1.2	1.3	-0.0	-2.0%	0.0
	Total		123.2	111.8	11.4	9.2%	5.2	2.6	2.4	0.2	7.6%	0.0
Information Science and Technology	11200	Field Technology Support	35.5	35.8	-0.2	-0.6%	0.0	33.2	6.8	26.5	79.6%	19.8
	30600	Information Management	19.2	16.3	2.9	15.2%	2.0	0.0	0.0	0.0	0.0%	0.0
	30700	Information Technology	116.8	145.5	-28.7	-24.6%	0.0	2.4	2.4	-0.0	-0.5%	0.0
	Total		171.5	197.5	-26.0	-15.2%	0.0	35.7	9.2	26.5	74.2%	19.3
Legal Services	30300	Legal Services	16.7	15.2	1.5	9.0%	0.7	0.0	0.0	0.0	0.0%	0.0
	Total		16.7	15.2	1.5	9.0%	0.7	0.0	0.0	0.0	0.0%	0.0
Strategic Policy	30200	Communications Services	11.0	10.9	0.1	1.0%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		11.0	10.9	0.1	1.0%	0.0	0.0	0.0	0.0	0.0%	0.0
Management and Oversight	30100	Management and Oversight	85.3	82.8	2.6	3.0%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		85.3	82.8	2.6	3.0%	0.0	0.0	0.0	0.0	0.0%	0.0
EBP Conversion and FIMC Reserve	99999	EBP Conversion & FIMC Reserve	-13.8	0.0	-13.8	100.0%	0.0	17.5	0.0	17.5	100.0%	14.0
	Total		-13.8	0.0	-13.8	100.0%	0.0	17.5	0.0	17.5	100.0%	14.0
Grand Total			2,017.7	1,784.2	233.5	11.6%	132.6	291.9	170.0	121.9	41.8%	63.5

FCMB Assurance: The above table combines all Major Expenditure Categories, summarizes them by Program Inventory (PI) and Internal Service (IS), and groups these by the Branches responsible for each. The position represented in this table is reflective of how the **surplus of \$355M** would appear at year end.



2020-21 Resourcing Strategy

Resourcing Strategy (in Millions)	Vote 1				Vote 5				Net position as % of Budget	
	Salary	Non Salary	Vote 1	Net position as % of Budget	Lapse at Risk	Capital Salary	Capital	Vote 5	position as % of Budget	Lapse at Risk
Regular Base (p.11)	74.5	-35.2	39.2	2.8%		0.3	22.6	22.9	93%	18.0
Initiatives (p.11)	40.3	92.4	132.7	47.2%	118.7	0.2	20.9	21.1	87%	16.2
Projects - TB Funded (p.12)	23.8	45.0	68.8	61.2%	63.2	11.3	54.1	65.4	36%	29.1
Projects - Internally Funded (p.12)	-0.1	1.8	1.7	4.3%		1.6	1.0	2.7	19%	
Controlled Funds (p.13)	-0.0	-7.3	-7.3	-4.9%			9.9	9.9	21%	0.3
Corporate Account (p.13)	0.0	-1.7	-1.7	-11.2%				0.0		
Net Position (Adjusted)	138.6	94.9	233.5	11.6%	132.6	13.4	108.5	121.9	41.8%	63.5
Earmarked:										
eManifest ^{SPA}	16.5	4.5	21.0							
Security Certificate Division 9 ^{SPA}	0.1	0.1	0.2							
SPA under review	4.0		4.0					0.0		
TB Funded Project Development ¹ (p.49-50)	23.7	39.4	63.1			11.2	51.9	63.1		
North Portal vote Transfer			0.0				5.0	5.0		
Base for CARM		26.0	26.0					0.0		
2021-22 Financial Requirements			0.0				10.0	10.0		
Reprofiles (non-project)										
DID (Drug Impaired Driving)	0.5	0.7	1.2			0.0	0.6	0.6		
G&G (Guns and Gangs)	1.1	0.8	1.9			0.0	12.4	12.4		
Carry-forward Requests Approved in Principle										
Dynamic Risking ^{Travellers}	0.7	1.3	1.9					0.0		
Total Earmarked (p.56)	46.6	72.7	119.3			11.2	79.9	91.1		
Adjusted Net Position After Earmarks	92.0	22.2	114.2			2.2	28.6	30.8		
Carry-forward Requests Seeking Approval in Principle (p.57)	24.0	89.9	113.9			0.3	1.3	1.6		
Net Position before forecast adjustment	68.0	-67.7	0.3			1.9	27.3	29.2		
Net Forecast Adjustment		-2.7	-2.7					0.0		
Final Net Position	68.0	-70.4	-2.4			1.9	27.3	29.2		

¹ Includes CARM maintenance (SPA) and project reprofiles

Funding Requests (in Millions)	Salary	Non Salary	Total	Major Expenditure Category
IT Refresh & SSC Program of work - SSC Controlled Fund ^{ISTB}		1.6	1.6	Controlled Funds
Cloud Connection (SCED) ^{ISTB}		0.6	0.6	Base
IRCC controlled fund - historic underfunding ^{ISTB}		2.1	2.1	Controlled Funds
CRA Pressure ^{ISTB}		1.6	1.6	Controlled Funds
Collaboration and Digital Services ^{ISTB}	1.2	1.2	2.4	Base
Arrive Can - IM & IT ^{ISTB}	1.9	3.1	5.1	Base
DataCentre Bandwidth		1.2	1.2	Controlled Funds
PoE Bandwidth ^{ISTB}		2.8	2.8	Controlled Funds
Account Receivable Ledger ^{ISTB}	0.5	0.4	0.9	Base
Planning Budgeting Forecasting ^{ISTB}		0.4	0.4	Base
Canadian Safety and Security Program ^{Travellers}		1.0	1.0	Base
Total Requests	3.6	16.1	19.7	

Vote 1 Anticipated Lapse \$233.5M primarily relates to:

- \$132.7M – Initiatives (excluding Projects) (refer to p.45-47):
 - \$100.2M Asylum / Irregular Migration (AIM)
 - \$21.0M eManifest (includes \$12.7M 19-20 C/F SPA)
 - \$5.6M Efficiency and Modernization Program
 - \$3.6M Guns and Gangs
 - \$3.6M Enterprise Data Analytics
 - \$3.3M Opioid / Fentanyl
- \$70.6M Projects (refer to p.49):
 - \$68.8M TB Funded Projects:
 - \$47.3M Development primarily:
 - \$13.7M CARM; \$8.8 GHIB; \$8.2M ICSI (MCEF); \$5.8M Biometrics Expansion; \$5.0M Entry Exit
 - \$21.5M Maintenance
 - \$21.5M CARM; \$1.4M ICSI (MCEF)
 - \$1.7M Internally Funded Projects
- \$7.3M deficit Controlled Funds - primarily related to historic underfunding in the IRCC Controlled fund, increase of regular maintenance and minor repairs of POE and offices within the POE Controlled fund, and a deficit in the Personal Protection equipment controlled fund

Unallocated projects (mid-November): \$126.7M (refer to p.51)

Reprofiles (project): TB Funded Development earmark includes Dept of Finance approved reprofiles for:

- G&G (AWF): \$1.9M Vote 5
- GHIB \$8.5M Vote 1; \$0.1M Vote 5
- Lacolle: \$12.1M Vote 5
- MCEF: \$5.6M Vote 5
- PMI: \$8.1M Vote 5
- PPP: \$3.3M Vote 1; \$8.2M Vote 5

Vote 5 Final Net Position \$27.3M primarily relates to:

- \$8.2M - Regular Base earmarked Gate 2 items pending Gate 3 approval
- \$6.7M - Guns and Gangs Initiative remains under review with OPI for Q3
- \$9.7M - Detection Technology & Lab Controlled fund remains under review for Q3

Ongoing Monitoring

- Traveller and FCMB Branches are currently monitoring operational requirements and costs associated with the Coronavirus outbreak. Funding may be required.

Decision Item 1: Approve in principle – carry-forward requests – V1 \$113.9M, V5 1.6M (refer to p.57).

Decision Item 2: For discussion and approval – ISTB operational pressure – V1 \$18.7M (base \$9.4M, controlled funds \$9.3M).

Decision Item 3: Earmark V1 \$1.0M for Canadian Safety & Security Program CoT:ATI Pilot, with allocation pending IMPC endorsement.

Action Item 1: HRB to review and confirm potential presentation to FIMC on its financial position in advance of Q3.



Budget adjustments

Item		Branch	Program Inventory/PI Portfolio	Vote 1 (\$000s)				Temporary (in-year)	Permanent	Decision Requested
				Salary	Non Salary	EBP	Total			
Vote Swap										
1	Videoconferencing Equipment	SPB			-25,000		-25,000	X		Request to swap Vote 1 funding for Vote 5 funding
		Reserve	FIMC Reserve		25,000		25,000			
Program Inventory Realignment										
2	PAC PI Realignment	PAC	Traveller	-3,402,006	-303,707		-3,705,713	X		Request temporary PI re-alignment for 2020-21 only, while ongoing re-alignment is under development via 2021-24 IBP exercise
			Commerical	3,240,449	306,998		3,547,447			
			Intelligence & Enforcement	548,270	5,420		553,690			
			Internal Services	-386,713	-8,711		-395,424			
Branch to Branch - Budget Transfers										
3	Security Certificates Division 9 surplus (return to IEB)	Legal	Legal	-42,864			-42,864	X		Request to return Security Certificates Division 9 surplus to the OPI
		IEB	Legal	42,864			42,864			
4	Cannabis (return to SPB)	Legal	Legal		-552,991		-552,991	X		Request to return Cannabis surplus to the OPI
		SPB	Legal		552,991		552,991			
5	PM-04 Transfer	HRB	Human Resources Management	72,660			72,660		X	Requesting approval for a Permanent Salary transfer of one PM-04 position from HR to SPB-ATIP effective April 1st 2020
		SPB	Management and Oversight	72,660			72,660			
6a	IT Nationalization	HRB	Force Generation	-508,900	-13,000		-521,900	X		Requesting approval to transfer \$522K Vote 1 HRB (Force Gen PI) to ISTB (Information Tech. PI).
		ISTB	Information Technology	508,900	13,000		521,900			
6b	IT Nationalization	HRB	Force Generation	-678,500	-13,000		-691,500		X	Requesting approval to transfer \$692K Vote 1 HRB (Force Gen PI) to ISTB (Information Tech. PI) on a permanent basis starting FY 2021-22.
		ISTB	Information Technology	678,500	13,000		691,500			
7	Realignment OPMU/PRD units	IEB	Management and Oversight	-1,374,922	-61,712		-1,436,634	X		Requesting approval for a permanet transfer from IEB to Travellers beginning 2021-22 and ongoing. The temporary transfer of \$6.6M in A-Base funding for the realignment of FTEs from the OPMU/PRD units formerly in IEB for 20/21 has been approved and processed; permanent transfer for 21/22 and onward requires FIMC approval
		Travellers	Traveller Facilitation & Compliance	503,346	61,712		565,058			
			Immigration Investigations	737,121			737,121			
			Management and Oversight	134,455			134,455			
Transfer to FIMC Reserve										
8	Base Funding	President's Office		-295,000	-30,000		-325,000	X		Request to return surplus base funding to the FIMC Reserve
		Reserve		295,000	30,000		325,000			
9	Base Funding	Legal		-35,110	-427,379		-462,489	X		Request to return surplus base funding to the FIMC Reserve
		Reserve		35,110	427,379		462,489			
10	Uniform Controlled Fund Surplus	Travellers			-573,907		-573,907	X		Request to return surplus to the FIMC Reserve
		Reserve			573,907		573,907			
11	Base	Strategic Policy			-1,200,000		-1,200,000	X		Request to return surplus base funding to the FIMC Reserve
		Reserve			1,200,000		1,200,000			
12	Base	Transformation			-110,000		-110,000	X		Request to return surplus base funding to the FIMC Reserve
		Reserve			110,000		110,000			
Item		Branch	Program Inventory/ PI Portfolio	Vote 5 (\$000s)				Temporary (in-year)	Permanent	Decision Requested
				Capital Salary	Capital	EBP	Total			
Vote Swap										
1	Videoconferencing Equipment	SPB			25,000		25,000	X		Request to swap Vote 1 funding for Vote 5 funding
		Reserve			-25,000		-25,000			
Transfer to FIMC Reserve										
13	S/O/R & PAXIS (earmarked) \$1.9M	ISTB		-890,866	-1,088,931		-1,979,797	X		Request to return S/O/R & PAXIS to the FIMC Reserve, including 2021-22 \$2.95M. Potential future request under review with Travellers
		Reserve		890,866	1,088,931		1,979,797			

Decision Item 4A: Approve temporary Vote Swap for videoconferencing equipment;

Decision Item 4B: Approve temporary Program Inventory Realignment transfer;

Decision Item 4C: Approve temporary Branch to Branch transfers;

Decision Item 4D: Approve permanent Branch to Branch transfers;

Decision Item 4E: Approve transfers to FIMC Reserve;

Action Item 2: Entry Exit to confirm budget adjustment requirements via its project governance to FIMC (development and interim maintenance)



Major Expenditure Categories (MEC)

Detailed Breakdown



Major Expenditure Category 1 – Operational Base Net Position

Branch/Initiative	OPI Branch	Vote 1 (In Millions)						Vote 5 (In Millions)						
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		
						\$	%					\$	%	
Regular Base														
President's Office		1.7	1.4	0.4	20.4%	0.3	15.4%							
Audit & Evaluation		6.0	6.0	0.1	1.4%									
Legal		16.6	15.1	1.5	8.7%	0.6	3.7%							
CARM Branch			0.0	-0.0										
Finance & Corporate Management Branch		99.6	91.1	8.5	8.6%	3.6	3.6%							
Human Resources Branch		92.9	102.0	-9.1	-9.8%			1.4	1.2	0.2	16.2%			
Strategic Policy Branch		53.4	52.6	0.8	1.4%									
Information, Science & Technology Branch		83.9	98.7	-14.8	-17.6%				0.3	-0.3				
Chief Transformation Officer Branch		6.6	6.4	0.2	2.7%									
Travellers Branch		30.5	33.1	-2.6	-8.4%			0.6	0.0	0.6	99.8%	0.4	79.8%	
Commercial and Trade Branch		40.7	42.7	-2.0	-4.9%									
Intelligence & Enforcement Branch		55.4	56.3	-0.9	-1.6%			0.2	0.1	0.0	25.5%	0.0	5.5%	
Atlantic Region		64.8	63.7	1.1	1.7%									
Quebec Region		183.8	171.7	12.0	6.5%	2.8	1.5%		0.1	-0.1				
Northern Ontario Region		56.4	56.0	0.4	0.7%									
Greater Toronto Area Region		217.3	196.9	20.3	9.4%	9.5	4.4%							
Southern Ontario Region		135.2	131.3	3.9	2.9%									
Prairie Region		106.3	99.3	7.0	6.6%	1.7	1.6%							
Pacific Region		164.1	155.6	8.5	5.2%	0.3	0.2%							
Reserve ⁽¹⁾		4.0		4.0	100.0%	3.8	95.0%	22.5		22.5	100.0%	18.0	80.0%	
Subtotal - Regular Base		1,419.2	1,380.0	39.2	2.8%			24.6	1.7	22.9	93.1%	18.0	73.1%	
Initiative														
African Swine Fever	CTB	7.1	4.7	2.4	34.3%	2.1	29.3%							
Alternatives to Detention	IEB	8.3	9.0	-0.7	-8.5%									
Duty to Relief	CTB	2.5	2.5	0.0	1.9%									
E-Commerce Risk Assessment-Postal & LVS	CTB	7.4	6.8	0.5	7.2%	0.2	2.2%		0.0	-0.0				
Efficiency and Modernization Program	FCMB	7.1	1.5	5.6	78.5%	5.2	73.5%							
eManifest	CTB	74.8	60.6	14.2	19.0%	10.5	14.0%							
Enterprise Data Analytics	SPB	14.2	10.6	3.6	25.2%	2.9	20.2%							
Federal Contaminated Sites Action Plan*	FCMB	0.4	0.3	0.1	16.9%	0.0	11.9%							
Guns and Gangs*	CTB	5.6	2.0	3.6	63.7%	3.3	58.7%	20.4	1.3	19.1	93.6%	15.0	73.6%	
Human Trafficking*	IEB		0.4	-0.4										
Innovation Solutions Canada	CTO	0.4	0.4											
Irregular Migration & Incremental Asylum	IEB	142.5	42.3	100.2	70.3%	93.1	65.3%	1.1	0.3	0.9	77.7%	0.6	57.7%	
Opioid / Fentanyl*	CTB	6.6	3.3	3.3	50.3%	3.0	45.3%	2.6	1.5	1.1	42.6%	0.6	22.6%	
Security Certificate Division 9	IEB	2.9	2.7	0.2	8.1%	0.1	3.1%							
Trade Base Money Laundering	IEB	1.4	1.4	0.0	2.7%									
Subtotal - Initiative		281.2	148.5	132.7	47.2%	118.7	42.2%	24.1	3.0	21.1	87.4%	16.2	67.4%	
Total - Operational Base		1,700.4	1,528.5	172.0	10.1%	86.9	5.1%	48.7	4.7	43.9	90.3%	34.2	70.3%	

⁽¹⁾ Reserve includes anticipated adjustments

* Horizontal Initiatives

Refer to slides 58-59 for further details



Major Expenditure Category 2 – Projects Net Position

Project	OPI Branch	WBS	Current Project Phase	Vote 1						Vote 5					
				Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	
								\$	%					\$	%
Projects - TB Funded															
All Weather Facility*	FCMB	C-00068	5	0.3	0.2	0.1	37.3%	0.1	32.3%	7.6	5.6	2.1	27.3%	0.6	7.3%
Asylum Interoperability Project (AIP)	IEB	C-00071	N/A	6.9	4.6	2.3	33.0%	1.9	28.0%						
Biometrics Expansion	ISTB	C-00032	Completed	9.5	3.7	5.8	60.9%	5.3	55.9%	2.3		2.3	100.0%	1.8	80.0%
BTB - Lacolle Traveller**	FCMB	C-00007		N/A	0.0		0.0	100.0%	0.0	95.0%	12.1		12.1	100.0%	9.6
BTB - North Portal	FCMB	C-00006	5		0.4	-0.4				6.4	6.9	-0.5	-7.8%		
CARM	CARM	C-00015	5	42.3	7.0	35.3	83.5%	33.2	78.5%	75.0	52.2	22.9	30.5%	7.8	10.5%
Entry-Exit	Travellers	C-00027	5	10.3	7.5	2.9	27.8%	2.4	22.8%	2.3	4.0	-1.6	-69.0%		
Gordie Howe International Bridge POE	FCMB	C-00043	4	9.8	1.0	8.8	90.1%	8.3	85.1%	0.1		0.1	100.0%	0.0	80.0%
ICSI - Marine Container Examination**	CTB	C-00020	5	14.4	4.8	9.6	66.9%	8.9	61.9%	10.8	0.1	10.7	99.3%	8.6	79.3%
Integrated Staffing Solution (ISS)	HRB	C-00061	N/A	0.4	0.2	0.2	47.8%	0.2	42.8%	1.2	1.3	-0.0	-2.0%		
Interactive Advance Passenger Information	Travellers	C-00018	6	3.7	3.7	0.0	0.2%			0.0	0.0	0.0	0.0%		
Passenger Protect Program**	Travellers	C-00056	5	4.0	0.7	3.3	81.9%	3.1	76.9%	17.2	8.8	8.5	49.3%	5.0	29.3%
POEMS (Port of Entry Management System)	CTB	C-00062	6	0.2	0.3	-0.2	-117.3%								
Postal Modernization Initiative (PMI)**	CTB	C-00013	5	1.6	1.5	0.1	7.0%	0.0	2.0%	10.3	2.0	8.3	80.6%	6.2	60.6%
RFID Initiative	Travellers	C-00026	Completed	0.2	0.2	0.0	18.0%	0.0	13.0%						
Strengthening the National Immigration Detention Framework	IEB	C-00044		N/A	7.7	6.7	1.0	12.4%	0.6	7.4%	35.3	35.1	0.2	0.7%	
Traveller Processing Modernization	Travellers	C-00060	N/A												
Trusted Trader - FAST	CTB	C-00037	5	1.2	1.2	0.0	0.7%			0.8	0.3	0.5	63.7%	0.3	43.7%
Subtotal - TB Funded Projects				112.5	43.6	68.8	61.2%	63.2	56.2%	181.5	116.1	65.4	36.1%	29.1	16.1%
Projects - Internally Funded															
Accelerated Radio Deployment Program	ISTB	C-00073	N/A	7.7	9.8	-2.1	-27.1%			1.3	1.0	0.3	21.5%	0.0	1.5%
Canadian Export Reporting System	CTB	C-00046	5	3.6	3.8	-0.2	-6.3%			1.1	1.7	-0.5	-48.7%		
Chain of Trust - Advance Traveller Information	Travellers	C-00069	5	1.4	0.9	0.6	39.0%	0.5	34.0%	0.5	1.0	-0.6	-127.1%		
Dynamic Risking	Travellers	C-00065	3	6.0	3.4	2.6	42.9%	2.3	37.9%	0.2	0.2				
Enterprise Case Management Solution	ISTB	C-00070	4	0.8	1.4	-0.6	-73.2%			2.1	2.1	-0.0	-0.4%		
ERASS 2	ISTB	C-00053	Completed	0.5	0.5	-0.0	-0.1%								
Land Border Crossing Project	FCMB	C-00051	3	4.8	5.3	-0.6	-12.4%								
Master Data Management	ISTB	C-00045	Completed	5.1	5.1	0.0	0.0%								
Mobile Border	Travellers	C-00072	3	1.0	0.6	0.4	38.7%	0.3	33.7%	2.7	2.0	0.7	27.1%	0.2	7.1%
National Application Realization to Traveller Applications – S/O/R & PAXIS	ISTB	C-00057	N/A							2.0		2.0	100.0%	1.6	80.0%
Next Handheld Device	Travellers	C-00064	5	1.9	1.8	0.1	7.6%	0.0	2.6%	1.0	1.0	0.0	2.5%		
Nexus Modernization	Travellers	C-00066	5	0.4	0.1	0.3	65.7%	0.3	60.7%	0.7	0.5	0.2	22.6%	0.0	2.6%
Pay Modernization	HRB	C-00003	6	0.8	0.5	0.3	34.2%	0.2	29.2%						
Planning Budgeting and Forecasting	FCMB	C-00022	5							0.4	0.4	-0.0	-0.1%		
Primary Inspection Kiosk 1.0	Travellers	C-00033	Completed	1.7	1.7	0.0	1.2%				0.0	-0.0			
Secure Corridor Concept	CTB	C-00049	N/A	0.2	0.0	0.2	94.5%	0.2	89.5%	1.8	1.4	0.4	20.8%	0.0	0.8%
Service Oriented Architecture	ISTB	C-00055	Completed	2.8	3.4	-0.6	-20.0%								
Travellers Preclearance	Travellers	C-00074	2	1.3		1.3	100.0%	1.2	95.0%	0.3		0.3	100.0%	0.2	80.0%
Subtotal - Internally Funded Projects				40.1	38.4	1.7	4.3%			14.0	11.4	2.7	18.9%		
Total - Projects				152.6	82.0	70.6	46.2%	62.9	41.2%	195.5	127.4	68.1	34.8%	29.0	14.8%

* Horizontal Initiatives

** Reprofile or Carryforward Request Received

Refer to slides 49-50 for further details



Major Expenditure Category 3 - Controlled Funds Net Position

Controlled Fund/Corporate Account	OPI Branch	Vote 1 (In Millions)						Vote 5 (In Millions)					
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	
						\$	%					\$	%
Controlled Fund													
Closed Circuit Television Mgmt (CCTV)	FCMB	1.8	1.8	-0.0	-0.0%			4.2	4.2				
CRA Regional Serv. MOU Controlled Fund	ISTB	25.4	27.0	-1.6	-6.3%								
Defensive Equipment CF	HRB	3.1	2.4	0.7	22.5%	0.5	17.5%						
Detection Technology & Lab CF	ISTB	7.3	7.1	0.2	3.1%			14.5	4.8	9.7	67.1%	6.8	47.1%
Fleet Controlled Fund	FCMB	1.4	1.7	-0.3	-23.0%			5.6	5.7	-0.0	-0.6%		
Imm. Refugees & Citizenship Canada - CF	ISTB	6.1	7.4	-1.3	-22.1%								
IT Asset Lifecycle Controlled Fund	ISTB	8.8	8.8					0.3	0.1	0.2	67.2%	0.2	47.2%
Personal Protection Equipment Fund	FCMB	5.4	8.2	-2.8	-52.5%			1.9	1.9	0.0	0.0%		
POE Infrastructure Controlled Fund	FCMB	45.9	48.0	-2.1	-4.6%			21.1	21.2	-0.1	-0.3%		
Public Services and Procurement Canada (PSPC) - Controlled Fund	ISTB	2.0	2.0										
Radio Controlled Fund	ISTB	5.2	5.2	-0.0	-0.0%								
Shared Infrastructure Platform (SIP)	ISTB	23.4	23.4										
Shared Services Canada - Controlled Fund	ISTB	5.6	6.2	-0.6	-11.2%								
Uniform Program	Travellers	7.8	7.2	0.6	7.4%	0.2	2.4%						
Subtotal - Controlled Fund		149.1	156.5	-7.3	-4.9%			47.7	37.9	9.9	20.7%	0.3	0.7%
Corporate Accounts													
Claims against the Crown	FCMB		2.0	-2.0									
PILT	FCMB	4.1	4.7	-0.6	-15.3%								
Public Prosecution Service of Canada (PPSC)	FCMB	5.0	3.9	1.1	22.0%	0.9	17.0%						
Settlement Fund	FCMB	2.0	2.2	-0.2	-10.6%								
Worker's Compensation	HRB	4.4	4.4										
Subtotal - Corporate Account		15.5	17.3	-1.7	-11.2%								
Grand Total		2,017.7	1,784.2	233.5	11.6%	132.6	6.6%	291.9	170.0	121.9	41.8%	63.5	21.8%

Refer to slides 52-54 for further details



Functional Portfolio Dashboards

Financials, Volumes, and Key Performance Indicators



Functional Portfolio Dashboard – Intelligence and Enforcement (Operational Base)

Program Inventory		Regular Base & Initiatives Financial Situation										Key Metric Volumes																											
		2019-20		2020-21								Metric						Year End						2019-20						2020-21									
		Vote 1	Vote 5	Vote 1		Vote 5		Vote 1		Vote 5																													
PI Name		Actual Expenditures		Actual Expenditures		Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk																										
Border Management																																							
Targeting		62.9				78.0	64.4	13.6	9.7		0.1	-0.1		Commercial Marine Targets issued														20,678	5,192	5,302	5,061	5,123		22,377	11,038	5,445	5,593		
Intelligence Collection & Analysis		74.2		0.1		99.0	69.7	29.3	24.4	0.9		0.9	0.7	IMS cases opened														13,114	3,135	3,593	3,295	3,091		13,114	5,014	2,739	2,275		
														IMS activities count														20,482	4,828	5,394	5,280	4,980		20,482	6,667	3,905	2,762		
Security Screening		11.9				12.1	11.4	0.7	0.1					Number of temporary resident security screenings														46,289	13,580	16,261	9,914	6,534		30,048	2,975	1,109	1,866		
														Number of permanent resident security screenings														18,871	3,340	5,059	5,799	4,673		11,916	3,924	1,742	2,182		
Total		148.9		0.1		189.2	145.6	43.6	34.1	0.9	0.1	0.9	0.7	Number of refugee security screenings														47,333	9,563	12,375	12,508	12,887		44,036	3,850	1,731	2,119		
Border Enforcement																																							
Immigration Investigations		40.1				89.3	63.5	25.8	21.3	0.04		0.04	0.03	Concluded immigration investigations														24,798	6,547	5,553	5,240	7,458		24,798	28,875	10,868	18,007		
														A44 reports written inland														19,763	4,299	5,483	5,146	4,835		19,763	2,566	1,318	1,248		
Detentions		68.9				77.0	61.3	15.8	11.9					Number of detention days (CBSA Facilities)														54,188	14,172	14,493	13,744	11,779		30,675	5,785	2,440	3,345		
														Number of detention days (non-CBSA Facilities)														63,963	16,537	16,335	15,892	15,199		48,402	17,483	8,885	8,598		
Hearings		32.7				38.9	34.9	4.0	2.1					Immigration division														11,600	3,020	2,907	2,986	2,687		11,600	2,012	931	1,081		
														Immigration appeal division														7,297	2,161	1,720	1,848	1,568		7,297	1,131	325	806		
Removals		46.5				66.2	33.0	33.2	29.9					Refugee protection division														34,876	8,860	8,411	9,021	8,584		34,876	23,087	12,016	11,071		
														Refugee appeal division														1,282	293	218	330	441		1,282	93	4	89		
Criminal investigations		33.0				31.6	32.9	-1.4		0.1	0.2	-0.1		Number of Inland Removals														8,829	1,736	1,892	2,301	2,900		8,606	3,906	1,832	2,074		
														Number of Port of Entry Removals														2,689	751	831	625	482		2,684	278	106	172		
Total		221.2				303.1	225.6	77.5	62.3	0.2	0.2	-0.1		Cases opened														436	111	93	124	108		436	169	81	88		
Grand Total		370.1		0.1		492.2	371.2	121.0	96.4	1.1	0.3	0.8	0.6	Cases referred to the public prosecution service of Canada (PPSC)														177	43	42	46	46		124	34	13	21		

Note: Operational Base includes Regular Base and Initiatives

Targeting: The surplus is primarily related to the eManifest SPA funding carried forward from 2019-20 to 2020-21. Work underway to meet TBS conditions to release the ongoing eManifest funding will address the SPA.

Intelligence Collection and Analysis: The surplus is primarily related to eManifest (\$11.7M) and Irregular Migration (\$9.7M). Work is underway to meet TBS conditions to release the ongoing eManifest funding. As well, work is underway in planning for the Irregular Migration carry forward and re-alignment to future years. will address the SPA.

Immigration Investigations: The surplus is primarily related to Irregular Migration residing within the Agency Reserve which is anticipated to be reprofiled and an Irregular migration lapse within Quebec region due to prolonged border closures and few asylum seekers being processed.

Detentions: Surplus is primarily related to Irregular Migration, a reduction in detainee volumes resulting from a combination of COVID-19 impacts and positive implementation of NIDF/ATD, and the reduction of provincial per diems (particularly in GTA).

Removals: PI currently in a surplus of \$33.2M, including \$24.0M within the Agency reserve for Irregular Migration. Projected surpluses in the regions totalling \$9.7M as most regions are experiencing a significant reduction in escorted removal travel as well as associated overtime impacting capacity to spend in both salary and O&M.



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target		Slightly below target			Significantly below target			No data available	
↑ Significant increase (> +/- 5%)		↗ Moderate increase (< +/- 5%)		→ Minimal change (< +/- 1%)			↘ Moderate Decrease (< +/- 5%)			↓ Significant Decrease (> +/- 5%)	
INTELLIGENCE AND ENFORCEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly	Status	Q2 Comparative Trends			General Comments/Rationale/Program Input
			Q2 Results			Target		Results	Volumes	Spend	
Immigration investigations identify persons inadmissible to Canada.	Imm. Inv.	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada.	68%	87%	19%	55%		↑	↑	↑	Despite reduced proactive road investigations, regions have been able to complete desk investigations and clean up some inventory of cases which has allowed targets to be exceeded.
CBSA detention decisions are risk-based and detention is used as a measure of last resort.	Detentions	Persons released from detention on Alternatives to Detention as a percentage of all persons detained.**	23.20%	62.7%	170%	10%		↑	↓	↓	The substantial increase in the percentage of the detained population being released to an ATD was due the COVID-19 Public Health Agency of Canada's advice to limit the spread of the virus in congregate settings.
		Percentage of individuals detained in appropriate facilities based on their assessed risk profile.*	88%	60%	-32%	85%		↓	↓		
CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada.	Hearings	Percentage of admissibility hearings, detention reviews and appeals where the Minister's position is upheld by the Immigration Division and Immigration Appeal Division.*	60%	74.10%	24%	70%		↑	↘	↗	No impact on this from COVID.
		Percentage of refugee hearings where the Minister's position is upheld by the Refugee Protection Division and the Refugee Appeal Division.*	75%	75.71%	0.71%	70%		→	↑		No impact on this from COVID.
Inadmissible persons subject to removal depart from Canada.	Removals	Percentage of high priority foreign nationals removed. (volume indicator)	76%	50%	-34%	80%		↓	↑	↓	Tier 1 removals in FY20-21 were negatively impacted by the pandemic due to reduced access to commercial air carriers, stricter International entry/exit regimes, and the lack of issuance of removal travel documents.
		Percentage of removals with no known impediments.*	N/A	36%	N/A	80%		N/A	N/A		The majority of removals enforced in FY 20-21 are administrative under 240(3).

*Indicators that were added to the 2020-21 DRF

** Indicator that was reworded.



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target		Slightly below target			Significantly below target			No data available	
↑ Significant increase (> +/- 5%)		↗ Moderate increase (< +/- 5%)		→ Minimal change (< +/- 1%)			↘ Moderate Decrease (< +/- 5%)			↓ Significant Decrease (> +/- 5%)	
INTELLIGENCE AND ENFORCEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q2 Comparative Trends			General Comments/Rationale/Program Input
			Q2 Results					Results	Volumes	Spend	
The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians.	Intelligence	Percentage of threats identified that led to an enforcement action or inadmissibility recommendation.*				18%			↓	↑	
		Ratio of the volume of intelligence led seizures to the value of non-intelligence led seizures.*				N/A				↑	
	Targeting	Percentage of air travellers targeted for examination that led to an intended result.**	25.20%	12.40%	-51%	16%		↓	N/A	↓	The decrease in Q1 results between 2019-20 and 2020-21 is due to a decrease in air passenger traveler volumes and a corresponding decrease in referrals. Since FY 2013-14, results are reported monthly in the Air Traveller Targeting Reporting Suites. The items tracked and the calculation methodology have changed over the years.
		Percentage of marine and air cargo targeted for examination that led to an intended result.**	0.36%	0.68%	89%	0.5%		↑	↑		
People and businesses that are referred to Crown counsel for prosecution are convicted.	Criminal Inv.	Percentage of prosecutions concluded that result in a conviction.	85%	91%	7%	80%		↑	↓	↓	Although the conviction rate in a percentage doesn't convey the impact of Covid-19 on Criminal Investigations (CI) operations, in Q1 2020-21 there were only 12 cases concluded by PPSC which represents a significant decrease from the same time last FY. This illustrates the impact of less cases being processed/concluded because courts were closed or less charges being laid by PPSC because of concern related to Jordan time line.
	Security Screening								↓	↘	

* Indicators that were removed from the 2020-21 DRF

** Indicators that were added to the 2020-21 DRF



Intelligence and Enforcement - OPI View of Initiatives and Projects

Breakdown	Project Name for FSR	Vote 1					Vote 5				
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk
Initiatives	Alternatives to Detention	8.3	9.0	-0.7	-8.5%	0.0					
	Human Trafficking		0.4	-0.4	0.0%	0.0					
	Irregular Migration & Incremental Asylum	142.5	42.3	100.2	70.3%	93.1	1.1	0.3	0.9	77.7%	0.6
	Security Certificate Division 9	2.9	2.7	0.2	8.1%	0.1					
	Trade Base Money Laundering	1.4	1.4	0.0	2.7%	0.0					
Initiatives Total		155.2	55.8	99.4	64.1%	91.6	1.1	0.3	0.9	77.7%	0.6
Projects - TB Funded	Asylum Interoperability Project (AIP)	6.9	4.6	2.3	33.0%	1.9					
	Strengthening the National Immigration Detention Framework	7.7	6.7	1.0	12.4%	0.6	35.3	35.1	0.2	0.7%	
Projects - TB Funded Total		14.5	11.3	3.2	22.1%	2.5	35.3	35.1	0.2	0.7%	
Total		169.7	67.1	102.6	60.5%	94.1	36.4	35.3	1.1	3.1%	

Alternatives to Detention: The forecast is expected to change as a result of COVID-19 ramifications on detainee processing (e.g. decreased detentions activity within the regions, but increased health and welfare contracts paid for with a centralized NHQ fund). The ATD Project shortfall will be corrected by transferring funds from the detentions PI which is presently in a significant surplus position.

Human Trafficking: Approximately \$1.1M was allocated in mid October 2020 after the closure of Q2. OCIs are now recoding their expenses, commitments and forecasts against the newly created WBS project code.

Asylum - Irregular Migration: The Agency is proposing to re-profile approximately \$77.6M to FY22/23, which will allow it to better meet any future demands and will demonstrate prudent financial management to Central Agencies. Exclusive of the reprofile proposal, the initiative is projecting to surplus an additional \$22.8M, which will be carried forward into FY21/22. Given the expected continuation of travel restrictions associated with the COVID pandemic, we anticipate a further downward adjustment of OCI forecasts as we approach Q3.

Asylum Interoperability Project (AIP): \$2.3M surplus is primarily due to last year's planned funding being carried forward to this fiscal year resulting from approval of the TB Submission late in the previous fiscal year.

National Immigration Detention Framework (NIDF): The project is currently anticipating a surplus of \$1.2M, all of which should be carried forward to next fiscal year to cover completion of the Laval IHC construction. Further discussions are required to determine the Vote 5 requirements for next year for the Immigration Holding Centres.

Intelligence and Enforcement Management Letter Apollo Document Number:



Functional Portfolio Dashboard – Traveller (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation <small>(in Millions)</small>										Key Metric Volumes													
	2019-20					2020-21																		
	Vote 1		Vote 5		Vote 1			Vote 5																
	PI Name	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Metric	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4
Traveller Facilitation & Compliance	509.2	0.1	478.5	424.8	53.7	29.8	0.6	0.0	0.5	0.4	Number of travellers processed	94,633,903	25,032,803	30,617,702	21,260,608	17,722,790	↗	94,633,903	5,109,487	2,083,222	3,026,265			↗
											Number of immigration Exams	1,793,787	480,278	584,735	400,755	328,019	↗	1,793,787	174,183	52,593	121,590			↗
											Number of Customs/ODG Examinations	1,146,333	334,431	337,931	268,243	205,728	↗	1,146,333	78,600	27,398	51,202			↗
Trusted Traveller	18.9		19.6	17.2	2.4	1.4					Number of trusted travellers processed	9,779,989	2,605,844	2,672,260	2,477,551	2,024,334	↗	9,779,989	186,505	69,640	116,865			↗
											Number of risk assessments completed (new, maintenance, and periodic)	466,394	163,725	139,967	139,570	23,132	↗	466,394	343,727	86,763	256,964			↗
Total	528.1	0.1	498.1	442.0	56.1	31.2	0.6	0.0	0.5	0.4	Number of completed enrollment interviews	241,380	59,981	66,213	64,961	50,225	↗	241,380	-	-	-			↗

Note: Operational Base includes Regular Base and Initiatives

Traveller Facilitation and Compliance

Cause: As a result of the ongoing travel restrictions, traveller volumes continue to be drastically lower than previous years resulting in a \$54.2M surplus which includes \$3.2M located in the Agency reserve (\$1.7M RCMP Firearms Act transfer, \$0.8M Immigration Levels Plan, \$0.7M Cannabis Contingency). Of note, within headquarters Travellers has finalized all Functional Management Model realignment efforts and associated budget transfers.

Impact: Travellers has revisited overtime, planned staffing, travel and other variable forecasts across the program accounting for the extended travel restrictions and implemented a program wide planning assumption for business resumption (2020-12-01). It continues to be anticipated that the current operating environment and regional surplus of \$48.1M will offset pressures otherwise caused by the program's pandemic response (\$13.7M), shortfalls previously anticipated through the Travellers 2020-23 IBP (\$2.5M) and deficits recently transferred from the Intelligence & Enforcement Branch under Functional Management Model realignments (\$1.7M). Travellers has reviewed the regional surplus closely and found it to be closely linked to variable operational costs (i.e. overtime ~\$33.9M, other salaries (primarily students) ~4.6M, shift premiums ~\$3.2M, travel ~\$2.6M, translation ~\$2.3M) confirming it a direct result of the current operating environment.

Action: Request FIMC approval on permanent budget transfer from Intelligence & Enforcement Branch to support FMM re-alignments; Continue monitoring COVID-19 response related expenditures; and Finalize reprofile of \$0.8M for Drug Impaired Driving (DID) which has been submitted to TBS.

Trusted Traveller

Cause: Due to the travel restrictions, including the temporary suspension of the NEXUS program, traveller volumes have reduced significantly resulting in a \$2.4M operational surplus.

Impact: Overtime, planned staffing, travel and other variable forecasts have been adjusted across the program as a result of the current environment. Further analysis on the Trusted Traveller forecasts have shown that, like Traveller Facilitation & Compliance, the surplus is closely linked to variable expenditures such as overtime (~\$0.4M) and translation (~\$0.1M). Of note, the program has also seen a noticeable reduction in professional services contracts within the regions (~\$0.7M).

Action: Conduct program financial review as part of the 2021-24 Integrated Business Plan exercise

Traveller's Management Letter Apollo Document Number:



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target		Slightly below target		Significantly below target		No data available			
↑ Significant increase (> +/- 5%)		↗ Moderate increase (< +/- 5%)		→ Minimal change (< +/- 1%)		↘ Moderate Decrease (< +/- 5%)		↓ Significant Decrease (> +/- 5%)			
TRAVELLERS BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q2 Comparative Trends			General Comments/Rationale/Program Input
			Q2 Results					Results	Volumes	Spend	
Admissible travellers are processed in an efficient manner.	Traveller Facilitation & Compliance	Percentage of time the CBSA is meeting the Highway Border Wait Time Service Standard.	95.11%	99.37%	4.26%	95%		↗	↓	↓	With land traveller volume decreasing by 87.5% in Q2, BWT performance improved with fewer delay incidents.
		Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports.	91.80%	87.24%	-4.56%	95%		↘	↓		There has been a reduction in the number of kiosks being used for processing due to social distancing rules at all airports.
		Actual availability of Primary Inspection Kiosks as a percentage of planned availability.	92.42%	99.37%	6.95%	99%		↗	→		
Percentage of traveller examinations that produced a result (enforcement or facilitation action).		60.40%	74.84%	14.44%	35%		↑	N/A	Travel restrictions have limited the foreign nationals arriving in Canada, resulting in a higher than normal traveller examination rate.		
Traveller goods selective examination resultant rate is X times higher than random examination resultant rate in the air mode.*		11X	8.9X	-23.60%	10X		↘	N/A	Due to low air volume, selective and random referral volumes are too small to produce statistically meaningful result on this KPI.		

* Indicators that were added to the 2020-21 DRF



Traveller - OPI View of Initiatives, Projects, and Controlled Funds

Breakdown	Project Name for FSR	Vote 1					Vote 5				
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk
Controlled Funds	Uniform Program	7.8	7.2	0.6	7.4%	0.2					
	Controlled Funds Total	7.8	7.2	0.6	7.4%	0.2					
Projects - TB Funded	Entry-Exit	10.3	7.5	2.9	27.8%	2.4	2.3	4.0	-1.6	-69.0%	
	Interactive Advance Passenger Information	3.7	3.7	0.0	0.2%	0.0	0.0	0.0	0.0	0.0%	
	Passenger Protect Program	4.0	0.7	3.3	81.9%	3.1	17.2	8.8	8.5	49.3%	5.0
	RFID Initiative	0.2	0.2	0.0	18.0%	0.0					
	Projects - TB Funded Total	18.3	12.1	6.2	34.0%	5.3	19.6	12.7	6.9	35.1%	3.0
Projects - Internally Funded	Chain of Trust - Advance Traveller Information	1.4	0.9	0.6	39.0%	0.5	0.5	1.0	-0.6	-127.1%	
	Dynamic Risking	6.0	3.4	2.6	42.9%	2.3	0.2	0.2	0.0	0.0%	
	Mobile Border	1.0	0.6	0.4	38.7%	0.3	2.7	2.0	0.7	27.1%	0.2
	Next Handheld Device	1.9	1.8	0.1	7.6%	0.0	1.0	1.0	0.0	2.5%	
	Nexus Modernization	0.4	0.1	0.3	65.7%	0.3	0.7	0.5	0.2	22.6%	0.0
	Primary Inspection Kiosk 1.0	1.7	1.7	0.0	1.2%	0.0		0.0	-0.0	0.0%	
	Travellers Preclearance	1.3		1.3	100.0%	1.2	0.3		0.3	100.0%	0.2
	Projects - Internally Funded Total	13.8	8.5	5.3	38.2%	4.6	5.3	4.8	0.6	10.8%	
	Total	39.9	27.8	12.1	30.3%	10.1	24.9	17.5	7.5	29.9%	2.5

Chain of Trust - Advance Traveller Information: KTDI had a carry forward from 2019-20 of \$1.9M. At the end of Q2, it was decided to push the completion date of KTDI to next fiscal year as many of the key stakeholders are not ready to implement the completed component. A carry forward will be requested to move any remaining funds to FY 2021-2022.

Dynamic Risking: OCI estimates for FY2020-21 included costs required for execution but this fiscal year will largely be devoted to planning activities. A carry forward of \$2.6M has been requested for the execution phase of Dynamic Risking project in FY 2021-22 & FY 2022-23.

Mobile Border: In July, OCI highlighted they require less funding than originally anticipated. A review with the OCI's will be completed to ensure forecasts are accurate and to ensure all deliverables that were costed will be completed this fiscal year. A carry forward will be requested to go along with the request for change that is already being worked on.

Entry-Exit (development): TFAs have been issued to complete the IT development and reporting releases, resulting in a surplus in development after TFA adjustments. \$2.4M of Vote 1 will be requested to convert to Vote 5 through EE status reporting to FIMC to offset Vote 5 deficit. The OCI managers will be contacted to update and ensure accurate forecasts. The remaining development surplus will be carried forward into next fiscal year to complete the remaining EE components and project close-out.

Entry-Exit (EE) (maintenance): The approved ongoing authorities (based on last year's acceptance reports) is \$4.7M. TFAs have been issued in the amount of \$6.8M resulting in a \$2.1M deficit in the project reserve. EE will seek additional \$2.1M from FIMC when its acceptance reports are ready.

Passenger Protect Program: A reprofile in the amount of \$11.5M was provided to TBS and is still pending approval.

Traveller's Management Letter Apollo Document Number:

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Functional Portfolio Dashboard – Commercial and Trade (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation <small>(In Millions)</small>										Key Metric Volumes														
	2019-20		2020-21																						
	Vote 1 Actual Expenditures	Vote 5 Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Metric	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total <small>(Cumulative)</small>	Q1	Q2	Q3	Q4	Trend	
Commercial-Trade Facilitation & Compliance	273.5	1.7	288.1	302.4	-14.3		0.1	1.3	-1.2		Number of commercial releases (all modes)	20,207,700	5,235,994	5,006,715	5,340,831	4,624,160		18,200,000	9,405,063	4,334,831	5,070,232				
											Number of parcels (postal)	91,299,862	21,571,055	22,429,608	26,197,357	21,101,842		91,299,862	40,705,298	21,031,031	19,674,267				
											Number of verifications	1,445	319	389	368	369		1,424	216	62	154				
											Number of B2s	198,028	54,420	58,665	41,832	43,111		204,530	91,603	50,867	40,736				
Anti-dumping & Countervailing	7.7		10.7	7.7	3.0	2.5					Number of ADC investigative activities underway	62	15	15	15	17		-	121	52	69				
											Number of SIMA DASes issued	1,506	348	455	345	358		-	100	-	100				
											ADC measures in place	122	30	30	30	32		-	122	-	122				
Trusted Trader	6.6		8.9	7.5	1.4	0.9					Total number of CSA transactions (all modes)	879,981	239,713	224,072	217,557	198,639		616,000	327,402	139,266	188,136				
											Number of new applications (PIP and CSA)	163	36	43	36	48		100	47	21	26				
											Number of revalidation	267	67	51	65	84		250	71	35	36				
											Number of ACS applicants processed	148	38	13	32	65		200	46	30	16				
Total	287.9	1.7	307.7	317.6	-9.9		0.1	1.3	-1.2																

Note: Operational Base includes Regular Base and Initiatives

Commercial-Trade Facilitation and Compliance

The deficit is primarily attributable to an increase in commercial activity during the pandemic, as well as a need for PI re-alignment, for which review is underway via the 2021-24 IBP exercise. The impact of border closures, the shift in commercial and trade volumes, and ongoing restrictions generates uncertainty surrounding the future commercial based streams/programs, contributing to difficulties in managing and forecasting expenditures. However, the initial assessment indicates a sustained increase in commercial and trade volumes thereby an evolving requirement for resources. The most recognizable and consistent impact of Covid-19 pandemic has been on salary overtime and non-salary travel forecasts. Review continues for both Q3 and the 2021-24 IBP exercise.

Anti-dumping and Countervailing

Cause: This surplus is specific to HQ CTB and is attributed to ongoing efforts to complete the Special Import Measures Act (SIMA) staffing and to utilize Treasury Board Submission funding; reduced forecasts for salary overtime and non-salary international travel expenditures; the split between Commercial-Trade Facilitation and Compliance and Anti-dumping and Countervailing is in the process of being reviewed including employee coding; and the bulk of planned hires have not yet been realized / are in progress

Impact: The impact of border closures, the shift in commercial and trade volumes, and ongoing travel restrictions generates an uncertainty surrounding the future of commercial based streams/programs, contributing to difficulties in managing and predicting expenditures. However, the initial assessment indicates a sustained increase in commercial and trade volumes thereby an evolving requirement for resources. The most recognizable and consistent impact of the COVID-19 pandemic has been on salary overtime and non-salary travel forecasts.

Action: The C&T functional branch will continue its efforts to complete the Special Import Measures Act (SIMA) staffing and to utilize Treasury Board Submission funding; Consider/implement budget adjustments identified in the Q2 Branch FSR; monitor COVID-19 pandemic response measures and identify potential corresponding impacts for reassessment; and identify new efficiencies in support of the Efficiency & Modernization Initiative (in progress via the IBP 2021-24 exercise).

Commercial and Trade Management Letter Apollo Document Number:

¹ Budgets include anticipated budget adjustments; ² Key Metric Volumes finalized per HQ ProgramData Leads. ³ Regular Base includes permanent and temporary funding



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target		Slightly below target		Significantly below target		No data available			
↑ Significant increase (> +/- 5%)		↗ Moderate increase (< +/- 5%)		→ Minimal change (< +/- 1%)		↘ Moderate Decrease (< +/- 5%)		↓ Significant Decrease (> +/- 5%)			
COMMERCIAL AND TRADE BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q2 Comparative Trends			General Comments/Rationale/Program Input
								Results	Volumes	Spend	
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners.	Trusted Traveller	Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard	97.90%	99.99%	2.13%	95%		↗	↓	↓	With the overall volume decreasing, there were fewer delay incidents at NEXUS Highway POEs.
		Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry.*	N/A	44.50%	N/A	40%		N/A	↓		Trusted Traveller Kiosk time savings levels are as expected. This KPI is not affected by the COVID-19 travel restrictions.
		Percentage of increase in NEXUS passages.*	N/A	-95.69%	N/A	2.50%		↓	↓		Like conventional travellers, due to Covid-19 travel restrictions, NEXUS passages has reduced by 95.69%.
	Trusted Trader	Ratio of conventional traders and their goods that are examined at the border compared to Trusted Traders and their goods.	8.6:1	5.1:1		2.5:1		↓	↓	↓	
		Percentage of trade by value of goods imported into Canada by participants in CBSA's Trusted Trader programs.	28%	28%	0%	25%		↗	↓		
Admissible commercial goods and conveyances are processed in an efficient manner.	Commercial — Trade Facilitation & Compliance	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard.	99.59%	99.27%	0%	95%		→		↗	
		Percentage of eligible release decisions provided within established timeframes.	63%	65%	2%	70%		↗			
		Actual availability of Single Windows as a percentage of planned availability.	98%			90%					

* Indicators that were added to the 2020-21 DRF



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

COMMERCIAL AND TRADE BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q2 Comparative Trends			General Comments/Rationale/Program Input
			Q2 Results					Results	Volumes	Spend	
Trade partners are compliant with applicable legislation, requirements and measures.	Commercial – Trade Facilitation & Compliance	Percentage of high risk commercial goods targeted by the National Targeting Center (NTC) are examined at the border.	%	%		95%					
		Percentage of random commercial examinations that produced a result.	0.73%	0.92%	0.19%	MAX 1%		↗	→		
		Percentage of commercial examinations that produced a result against a trader.	1.29%	1.46%	0.17%	MAX 1.5%		↗			
		Percentage of penalties applied against traders representing continued non-compliance.	36.4 %	41.7%	5.3%	<70%		↗	N/A	↗	There were very few ACI penalties issued by CPCC as a result of a “Soft Moratorium” on penalties in response to the impact the pandemic had on carriers. The moratorium was supported by the DG at the time and was implemented in mid-March, 2020.
		Return on investment (ROI) for targeted verifications.	3:1	5:1	2:1	8:1		↗			The number of targeted verifications completed dropped significantly due to COVID-19, but is beginning to rise as regions are starting again verification work.
		Percentage of revenue-based targeted trade compliance verifications that yielded a result.**	54%	59%	5%	60%		↗	↓		Although the regions are recommencing verifications, the number of targeted verifications completed continues to be considerably lower due to COVID-19. In Q2 FY 2019-20, 256 verifications were completed. In Q2 2020-21, only 125 verifications were completed.
Trade partners are compliant with applicable legislation, requirements and measures.	AD&C	Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information.*	93%	84%	-9%	80%		↘	N/A		The number of rulings issued dropped considerably from Q2 FY 2019-20 to Q2 FY 2020-21 (from 289 to 180). There are ongoing fluctuations with the results of this service standard.
		Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities. *	100%	100%	N/A	90%		N/A	N/A	↑	

* Indicators that were added to the 2020-21 DRF

** Indicators that were removed from the 2020-21 DRF



Commercial and Trade - OPI View of Initiatives and Projects

Breakdown	Project Name for FSR	Vote 1					Vote 5				
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk
Controlled Funds	African Swine Fever	7.1	4.7	2.4	34.3%	2.1					
	Duty to Relief	2.5	2.5	0.0	1.9%	0.0					
	E-Commerce Risk Assessment-Postal & LVS	7.4	6.8	0.5	7.2%	0.2		0.0	-0.0	0.0%	
	eManifest	74.8	60.6	14.2	19.0%	10.5			0.0	0.0%	
	Guns and Gangs	5.6	2.0	3.6	63.7%	3.3	20.4	1.3	19.1	93.6%	15.0
	Opioid / Fentanyl	6.6	3.3	3.3	50.3%	3.0	2.6	1.5	1.1	42.6%	0.6
Controlled Funds Total		104.0	79.9	24.1	23.2%	18.9	23.0	2.8	20.2	87.9%	15.6
Projects - TB Funded	ICSI - Marine Container Examination	14.4	4.8	9.6	66.9%	8.9	10.8	0.1	10.7	99.3%	8.6
	POEMS (Port of Entry Management System)	0.2	0.3	-0.2	-117.3%	0.0			0.0	0.0%	
	Postal Modernization Initiative (PMI)	1.6	1.5	0.1	7.0%	0.0	10.3	2.0	8.3	80.6%	6.2
	Trusted Trader - FAST	1.2	1.2	0.0	0.7%	0.0	0.8	0.3	0.5	63.7%	0.3
Projects - TB Funded Total		17.3	7.8	9.6	55.2%	8.7	21.8	2.4	19.5	89.2%	15.1
Projects - Internally Funded	Canadian Export Reporting System	3.6	3.8	-0.2	-6.3%	0.0	1.1	1.7	-0.5	-48.7%	
	Secure Corridor Concept	0.2	0.0	0.2	94.5%	0.2	1.8	1.4	0.4	20.8%	0.0
Projects - Internally Funded Total		3.8	3.8	-0.0	-0.0%	0.0	2.9	3.1	-0.2	-5.9%	0.0
Total		125.1	91.4	33.7	26.9%	27.5	47.7	8.2	39.5	82.8%	30.0

eManifest: The surplus primarily of \$14.2M is primarily attributed to prior year's carry forward (\$12.2M) which is accounted for within the Agency Reserve. As such, the true surplus is ~\$2M. CTB HQ accounts for \$0.960M of this surplus and is the result of forecast that was not captured during the Q2 Forecasting exercise. The C&T functional branch is not responsible for the allocation / monitoring of this funding – it is set out in Treasury Board allocation letter and allocated directly out of FCMB. Also, this funding will be allocated as regular base beginning 2021-2022, per the Treasury Board submission (in progress).

Guns and Gangs: Significant surpluses exist and are attributed to: pending funds transfer outside of the C&T functional branch and include: delayed activities due to the pandemic (e.g. Force Generation, Postal Networking, Program Support costs); procurement savings (e.g. COMET vehicles); unencumbered funds (e.g. recapitalization); and the ACS vendor security review. Amounts to be reviewed and confirm by lead in consult with OCIs. The majority of the Vote 5 surplus is attributed to a pending re-profile for Air Cargo Security.

Opioids | Fentanyl: The significant Vote 1 and Vote 5 surpluses are within the functional and enabling branches and are generally attributed to delayed implementation of DSEAs, Networking of Field Detection Technology equipment (IMS), and training -Occupational Health and Safety site visits/risk mitigation efforts related to DSEAs and delayed Force Generation training and commodity purchases. The Lead will monitor to ensure forecasts are accurate and continue engagement with functional, enabling branches and the Regions for concurrence on ability to fulfill commitments/deliverables and will work with the CTB FMAs to ensure appropriate mitigation is established to safeguard the surplus. Any true surplus will need to be declared and earmarked for Agency Reserve, in consult with FMAs.

Marine Container Examination: Vote 1 authorities are requested to be converted to Vote 5 via ARLU for FY 2022-23. A portion of Vote 5 authorities are submitted to be reprofiled to FY 2021-22 (pending TBS approval)

Postal Modernization Initiative: Vote 5 surplus has been submitted to be reprofiled to FY 2021-22 (pending TBS approval)

Canadian Export Reporting System: CERS experienced last minute architectural changes to accommodate a complex solution which has resulted in schedule delays and incremental costs. CERS sought for additional funding from FIMC in October. FIMC denied the request and asked project to fund their shortfall from within existing branch budget.

Commercial and Trade Management Letter Apollo Document Number:



Enabling Portfolio Dashboard – Human Resources (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation (In Millions)									
	2019-20		2020-21							
	Vote 1	Vote 5	Vote 1				Vote 5			
	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk
Force Generation	56.5		69.3	48.7	20.7	17.2	1.4	1.2	0.2	
Human Resource Management	49.4		45.0	55.6	-10.5					
Total	106.0		114.4	104.2	10.2	4.5	1.4	1.2	0.2	

Note: Operational Base includes Regular Base and Initiatives

Key Metric Volumes													
Metric	2019-20						2020-21						
	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
OIDP Success Rates (OT to BSO)	-	-	-	-	-	—	-	-	-	###			/

Force Generation

This surplus comes as a result of the COVID-19 pandemic, which has required the HRB to delay, and in some instances, cancel planned BSO Cohorts at the CBSA College. As such, funding tied to the generation of new BSOs associated with specific projects (i.e. Guns & Gangs, etc.) remains unallocated within CBSA reserves. There is also small amount of Force Generation funding within other Branches – Commercial and Trade and FCMB (\$0.5M) against which no forecast has been entered.

The current forecast within the Force Generation PI reflects the generation of fewer new recruits than outlined in the multi-year BSO workforce Strategy (set at 520 at the beginning of 2020-21, prior to the onset of COVID-19). The revised final annual output is currently anticipated at 195 which will be used for attrition replacement (funded at 300 per year, as per the approved Force Generation Costing Model). It is anticipated that the Agency's BSO Workforce Strategy will be adjusted to generate additional recruits in future years, thereby compensating for this year's gap (estimated at 325). COVID-19 has also resulted in an increase in baseline operational costs at the CBSA College that exceed the existing costing model. Preliminary values are reported to be in the 40% range, although these may recede once operations settle into a "new normal". Although some of the increases in structural costs may be offset by possible savings stemming from recent and upcoming changes to the Officer Induction Model, this work remains in its infancy and Branch management continues to determine its impact.

Branch management will continue to work with Business Line, Regional Directors General and FCMB, and is expecting to come to a proposal on way forward prior to the end of Q4 as it relates to the optimal utilization of remaining unallocated monies within this PI, the multi-year BSO Workforce Strategy, as well as for reviewing costs and future operating model in a post-COVID environment.

Human Resources Management

The Human Resource Management Program Inventory is showing a deficit of \$10.5M which is primarily related to Wellness -\$3.9M, NICE -2.7M, Anti-Racism -310k, and the increase to the CRA MOU for Phoenix maintenance -70k totalling \$6.1M. Funding decision for Wellness and NICE had been expected at July 16 FIMC; however, the Committee deferred making a decision on these programs to allow for additional discussion between FCMB & HRB. If the HRB does not obtain money for these initiatives, Branch management will have to review its options with respect way forward. These may range from terminating work to absorbing these expenditures and phasing out other portions of existing programming. Note that HRB's deficit would have been even higher due to existing structural funding gaps had they not been offset by decreased spending as a result of COVID-19. Of the Branches/Regions having been allocated funding through this PI, only FCMB has entered a forecast against its allocation.

Branch management will actively continue to engage with FCMB to finalize funding decisions with respect to identified gaps. It will also be actively monitoring its day to day operational expenditures, including overtime and planned staffing over the course of the next quarter in order be in a position to provide refined forecasts at Q3.

Human Resources Management Letter Apollo Document Number:



Enabling Portfolio Dashboard – Internal Services (excl HR) (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation <small>(in Dollars)</small>										Key Metric Volumes													
	2019-20		2020-21																					
	Vote 1 Actual Expenditures	Vote 5 Actual Expenditures	Vote 1		Vote 5		Vote 1		Vote 5															
PI Name			Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Metric	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Recurse	16.6		11.9	11.8	0.1						Number of Enforcement and Trusted Traveller appeal files decided	3,213	792	934	731	756	↗	2,800	894	355	539			↗
Building & Equipment	20.5	1.1	28.6	18.7	9.9	8.5	10.6	0.7	9.9	7.8	Number of trade appeal files decided	473	142	105	130	96	↘	400	174	99	75			↘
											PoW plan and reporting on projects completed per quarter (incl. CCTV & EO)	61	15	15	15	16	↗	160	17	4	13			↗
											National Service Call Centre - Closed Tickets	8,735	1,954	1,932	2,464	2,385	↗	-	2,064	1,177	887			↗
											Fleet Purchases	158	40	40	40	38	↘	115	104	91	13			↘
Financial Management	24.8		38.6	27.9	10.7	8.8																		
Real Property Management	17.7		25.6	21.1	4.5	3.2																		
Material Management	6.9		3.8	3.2	0.6	0.4																		
Acquisition Management	4.9		5.9	6.1	-0.2																			
Total	91.4	1.1	114.4	88.8	25.6	19.9	10.6	0.7	9.9	7.8														
Field Technology Support	13.2	1.4	14.4	13.7	0.7		17.5	1.0	16.5	13.0	To be confirmed													
Information Management	5.4		19.2	16.3	2.9	2.0					Number of items analyzed (commodities, contraband, documents)	8,439	2,109	2,109	2,109	2,112	↗	11,450	9,924	4,476	5,448			↗
Information Technology	61.2	0.0	41.8	65.8	-24.0			0.2	-0.2															
Total	79.8	1.4	75.4	95.8	-20.4		17.5	1.2	16.2	12.8														
Legal Services	18.6		16.7	15.2	1.5	0.7																		
Total	18.6		16.7	15.2	1.5	0.7																		
Communication Services	11.5		11.0	10.9	0.1																			
Total	11.5		11.0	10.9	0.1																			
Management & Oversight	76.0	0.0	84.3	82.8	1.5																			
Total	76.0	0.0	84.3	82.8	1.5																			
Grand Total	277.2	2.6	301.8	293.4	8.3		28.1	1.9	26.1	20.5														

Note: Operational Base includes Regular Base and Initiatives

Buildings & Equipment: The Building and Equipment received budget throughout Q2 to realign program inventory authorities as approved at FIMC in Q1 as well as to alleviate pressures due to COVID19 approved by EMC. Commercial and Trade Branch holds a total surplus of \$5.6M relating to Opioid funding and the Agency Reserve has earmarked \$5.0M to be carried forward to fiscal year 2021-22 for North Portal.

Financial Management (FM): Financial forecast for Financial Management program shows a surplus of \$10.7M in Vote 1 of which \$1.6M is being used to subsidize the Commercial Trade program. This will continue until a permanent solution is found. There is \$7.1M of the lapse being requested as a carry-forward to 2021-21 for Revenue Generation, Investment Planning Unit & the Efficiency Program. Continuous monitoring of the Financial Management program inventory is required to strengthening and support functional management.

Field Technology Support: The Vote 1 surplus is made up of a Guns and Gangs and Opioids lapse, as well as a base deficit. In Vote 5, the Opioids lapse of \$0.3M is from a prior year carry forward which cannot be used this year due to project delays. The Guns and Gangs lapse of \$16.2M is being delivered at a slower pace as it is dependent on the security review of the procurement by the government and indigenous negotiations in BC. The delay may cause an increase of costs for the Agency. ISTB will work with CTB to reprofile unused Guns and Gangs and Opioids funds into subsequent years.

Information Technology: The Vote 1 deficit can be partially attributed to the FMM reorganization resulting in ISTB having insufficient budget allocated under the IT PI. Once a PI realignment is done, the deficit is expected to decrease to \$13.9M. The impact of not funding the SCED is work is that there will not be enough bandwidth to back channel communication between on premises computing and cloud. In other words, we'll be unable to complete our migration plans for cloud migrations. ISTB will work with other branches to realign PI surpluses, secure funding and review and prioritize the other pressures during Q3.



DRF KPI Q1 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> +/- 5%)	↗ Moderate increase (< +/- 5%)	→ Minimal change (< +/- 1%)	↘ Moderate Decrease (< +/- 5%)	↓ Significant Decrease (> +/- 5%)

FINANCE AND CORPORATE MANAGEMENT BRANCH

Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q2 Comparative Trends			General Comments/Rationale/Program Input
			Q2 Results					Results	Volumes	Spend	
Travellers and the business community have access to timely redress mechanisms.	Recourse	Percentage of trade appeals received that are decided within established service standards.	71%	76%	5%	70%		↗	↓	↘	
		Percentage of enforcement appeals received that are decided within established service standards.	68%	67%	-1%	70%		→	↓		Challenges related to establishing e-communications with clients have slowed down some aspects of the work. Appeals received by mail and fax are not received and processed as promptly due to work from home restrictions.

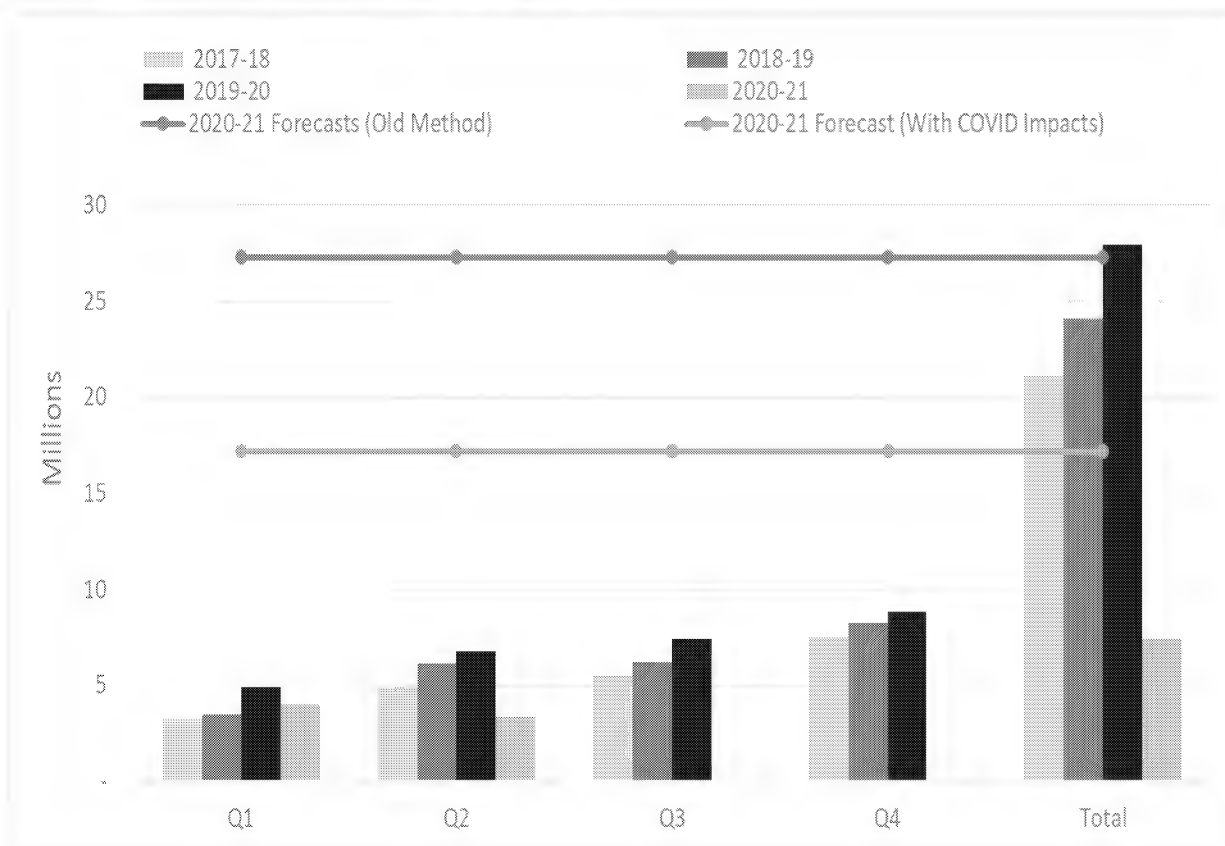


Additional Notable Areas

Vote-netted Revenue, Overtime Utilization, Planned Staffing,
COVID-19 & Financial Management Plan Update



Vote Netted Revenue (VNR)



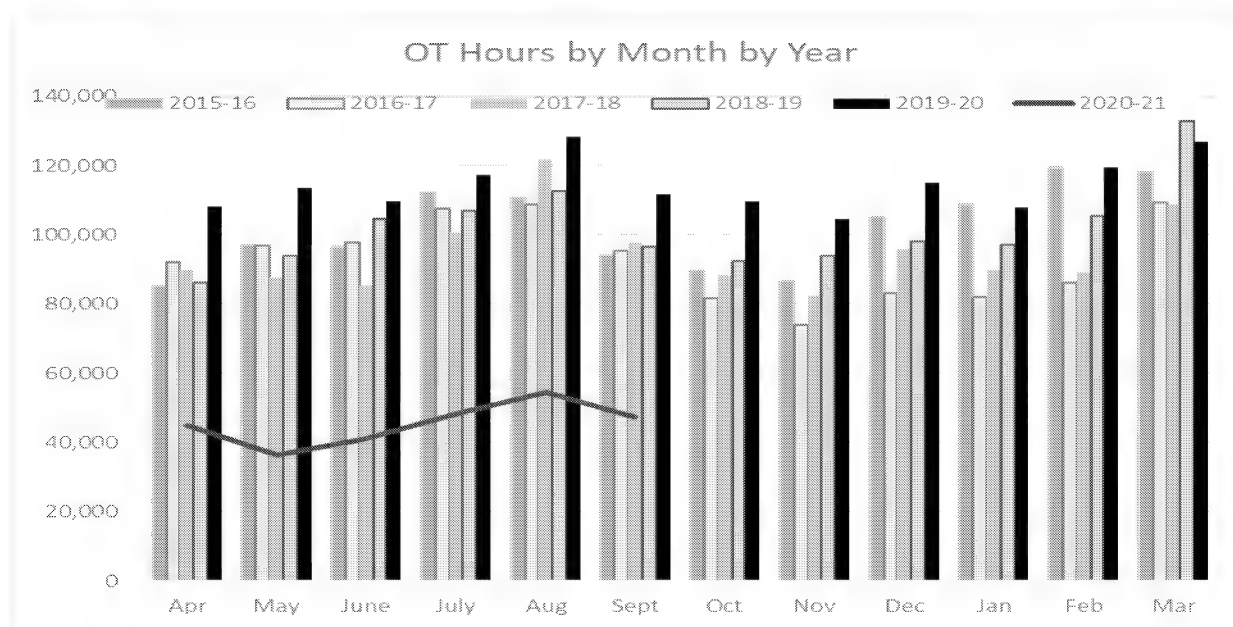
In Thousands

VNR Name	2020-21 Forecast by Growth %	2020-21 COVID Forecast
Broker's Licence Fees	521.90	248.83
Canpass - Pr & Cor Air	17.66	1.64
Canpass - Private Boats	111.38	14.70
Cont. agre. / New & Enhanc	3,008.62	1,673.43
Customs Bonded Warehouse	0.00	0.00
Det. Dog Learning Service	689.88	49.20
FAST Program	536.49	365.86
Fees for Collecting PST	3,786.69	2,840.02
Food Inspection Fees	4,300.59	945.76
NEXUS Program	11,488.63	8,925.20
Priority Post Fees	600.49	298.17
Priv, Lic & Permits	0.05	0.00
Prov Tobac Alch M/L	1,000.50	750.37
Remote Area Border	1,201.88	1,066.61
Storage Charges - Queen's	21.67	12.75
Grand Total	27,286.44	17,192.55

- Revenue from the sales of services reflects the Agency's forecasted re-spendable revenue. Historically, year-over-year revenue has increased due to increases in volumes mainly attributable to the NEXUS program.
 - CBSA's 2020-21 VNR Authority is \$24M. The Agency has the authority to re-spend 125% of Authorities, or \$30M, for increases in volume only.
 - For 2019-20, the revenue collected was \$28M, slightly under 125% of 2019-20 Authorities.
 - Branches and regions are required to forecast VNR via the Financial Forecasting exercise to determine whether Authorities need to be adjusted through the next estimates exercise.
 - The FCMB continues its review of the Agency's revenue and cost recovery. CBSA's VNR Authorities may be further refined in the future, pending results of the review.
 - The COVID pandemic has had an impact on VNR collected to date as a result of lower volumes attributed to the closure of the US-Canada Border. As of 2020-21 Q2, forecasted VNR is anticipated to be lower than previous years.



Overtime Utilization



- Overtime Reduction (Gate 1 – Efficiency): \$5.2M reduction applied to budgets effective 2019-20 and ongoing, due to the optimization of staff availability and reduced idle time through more efficient work schedules, overtime and leave management
- 2020-21 OT trending significantly below prior year actuals due to COVID-19
- Overall, OT forecasts have decreased across all regions and almost all of the Branches within the Agency. The forecasted reduction in OT is attributed to the COVID-19 pandemic, the subsequent closures at the Canada-US border, and reductions in international travel/travel restrictions.
 - Despite the current work environment and forecast reductions, HQ branches are incurring higher OT actuals to date when compared to P6 of 2019-20. This is due to the increased workload in response to COVID-19. Travellers is forecasting an increase in OT. This is attributed to the increased workload by the Border Task Force as well as the GCMS support team recently transferred to the branch.
 - OT expenditures are still being incurred in the Regions for operational purposes – POE presence maintained and essential travel processed. Regional OT forecasted/actuals incurred is down significantly from last year due to the Pandemic.

Refer to slide 40 for further details



Planned Staffing

Branch (\$000)	Salary - Vote 1 and 5							
	Q2				Q1			
	Total Salary Forecast	Planned Staffing (included in forecast)	Attrition (included in forecast)	# of Staffing Action	Total Salary Forecast	Planned Staffing (included in forecast)	Attrition (included in forecast)	# of Staffing Action
President's Office	1,308.7		14.4		1,371.9	10.5	46.0	1
Audit & Evaluation	5,054.0	169.8	50.0		4,840.7	242.7	250.7	5
Legal	551.6		11.2		561.1	55.4	20.0	2
CARM Branch	5,281.3	260.4	105.0	6	5,368.5	405.9	0.0	9
Finance & Corporate Management Branch	70,303.9	4,973.3	648.0		71,053.9	8,616.0	1,273.4	21
Human Resources Branch	84,327.1	4,365.8	1,972.9	151	81,765.5	5,570.6	3,080.0	144
Strategic Policy Branch	54,885.8	2,671.4	728.0	88	54,664.9	5,726.1	2,575.0	120
Information, Science & Technology Branch	101,938.2	4,268.0	1,800.0		102,193.2	10,051.9	3,726.4	243
Chief Transformation Officer Branch	4,506.7	333.6	56.0		4,749.6	684.4	101.4	17
Travellers Branch	36,079.5	1,605.9	500.0		28,476.1	1,783.3	500.0	35
Commercial and Trade Branch	48,011.6	1,745.7	789.0		46,519.6	1,961.6	1,462.0	52
Intelligence & Enforcement Branch	67,367.3	4,338.9	1,052.0	124	77,800.7	9,220.9	2,630.0	178
Atlantic Region	60,060.4	969.3	200.0	43	59,779.4	1,382.0	386.0	35
Quebec Region	162,384.2	2,024.0			165,553.6	3,561.6	2,000.0	201
Northern Ontario Region	55,342.2	1,527.1	1,001.0		56,437.5	1,775.9	1,111.4	35
Greater Toronto Area Region	176,137.9	8,654.5	5,533.3		177,836.9	11,023.2	4,356.6	71
Southern Ontario Region	129,277.9	1,474.8	478.5		133,029.3	2,332.7	2,481.5	71
Prairie Region	93,700.3	500.0			96,025.6	4,744.4	3,995.8	65
Pacific Region	147,473.4	4,002.9	921.0	119	148,757.4	1,658.3	1,441.0	60
Corporate Accounts	4,441.4				4,441.4			
Total	1,308,433.4	43,885.3	15,860.3	531	1,321,226.9	70,807.4	31,437.1	1,365

Action Item 1: Based on planned staffing of \$43.9M, an average salary of \$82k, and a proration of FTEs to 0.5, it is estimated that:

- Planned staffing in the regions (467 positions), represents a 9% increase over the first two quarters of 2020-21 (431 positions)
- Planned staffing in HQ (603 positions), represents a 16% reduction over the first two quarters of 2020-21 (721 positions)
- Continued emphasis to be placed on staffing plans for 2020-2021



Annex



COVID 19

- Traveller and FCMB Branches are monitoring operational requirements and costs associated with the Coronavirus outbreak
 - Agency continues to monitor Covid expenditures against its base authorities
 - Authorities have not been increased due to Covid measures
- Departmental monthly reporting to TBS continues
- Cumulative expenditures from inception (February 2020) to the end of Q2 for the COVID-19 response are \$45.6M (excluding EBP \$9M)



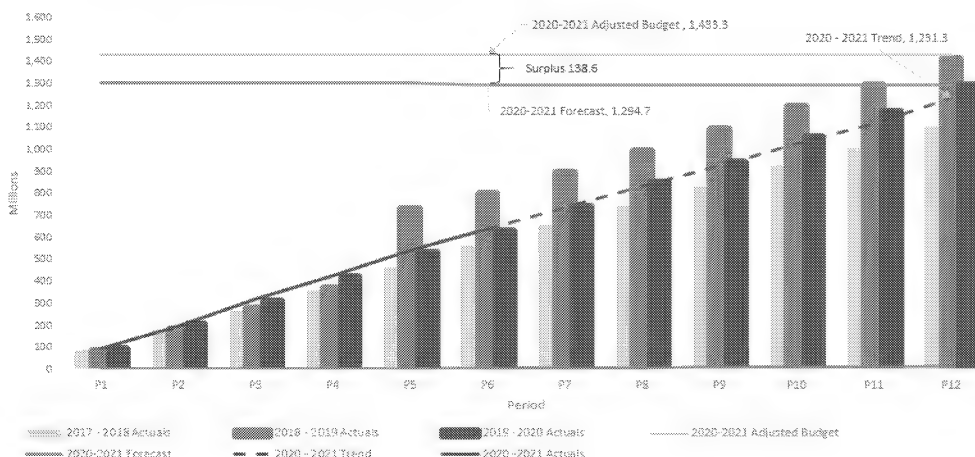
Financial Management Plan Update

- **Improved guidance** updated maintenance and transfer guide to align with functional model, including detailed steps for Program Inventory transfers;
- **Enhanced budget transparency and accountability** via multi-year budget allocation set by functional/enabling program to facilitate integrated business planning; quarterly budget updates provided to VP/RDGs by functional/enabling program view via the QBDL; and introduced management letters to support VPs in reviewing budgets and confirming forecast variances;
- **Enhanced Integration of financial and non-financial information** at the Program Inventory level for key functional portfolios (Traveller, Commercial & Trade, and Intelligence and Enforcement) including volumes, with year over year comparison aligned to financial forecast; departmental report key performance indicators, with year over year comparison;
- **Actions to minimize lapses and support business planning**, includes call for multi-year financial information for all projects/initiatives, and program inventory budget alignment for Q2; addition of variance explanations and FCMB independent assessment in Integrated Project Reports; and annual 3-year integrated business planning;
- **Enhanced financial forecasting**, includes portfolio reporting via FSRs and management letters.



Vote 1 - Financial Situation

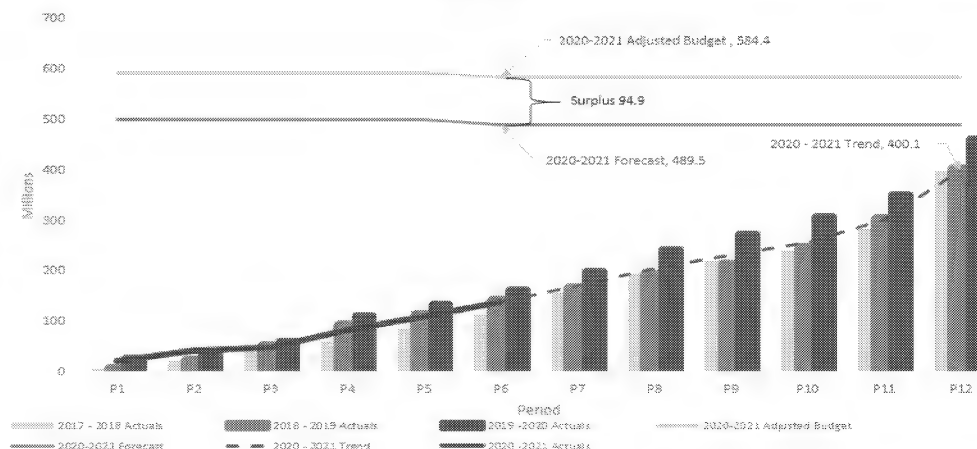
Vote 1 Salary



Salary

- The Agency forecasts a **surplus of \$138.6M** of which **\$46.6M is earmarked** resulting in an **available surplus of \$92M**. Factoring in **carry-forward and funding requests totalling \$24M** reduces the surplus to **\$68M**
- Earmarked items primarily include, TB funded projects and reprofiles \$25.3M, and eManifest, and CARM SPAs \$20.5M
- 2018-19 expenditures include collective agreement retroactive salary for fiscal years 2014-15 to 2017-18. 2014-15 retro (\$10M) is outside the 4 year average used when trending the projection and therefore the projected expenditures are slightly overstated
- Available surplus may be required to offset forecasted non salary deficit

Vote 1 Non Salary



Non-Salary

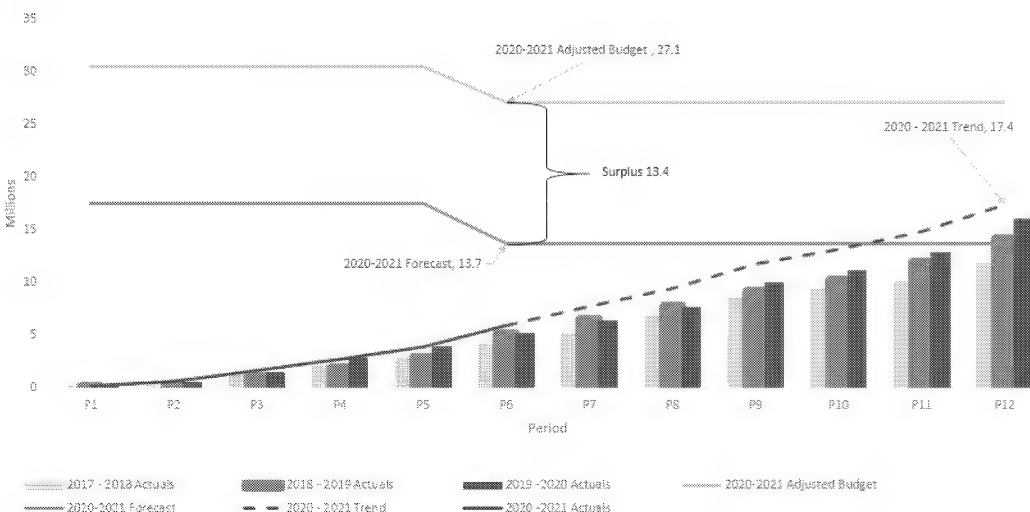
- The Agency forecasts a **surplus of \$94.9M**, of which **\$72.7M is earmarked** resulting in a surplus of **\$22.2M**. Factoring in **carry-forward requests of \$89.9M** and a **reduction for net forecast adjustments of \$2.7M** results in a **deficit of \$70.4M**
- Earmarked items primarily include TB funded projects and reprofiles \$40.9M and Base budget held for CARM \$26M.
- Expenditures plus commitments total \$421M (expenditures \$138.8M; commitments \$282.2M), forecast of \$489.5M suggesting \$68.5M in "soft" commitments

Vote 1 surplus at year end \$233.5M is **11.6% of budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.
Risk under 1 year appropriation is \$132.6M

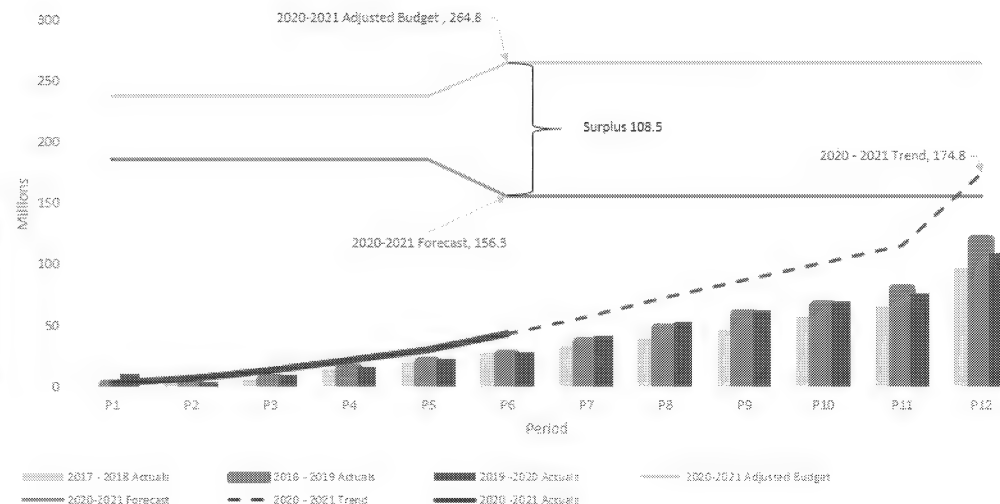


Vote 5 - Financial Situation

Vote 5 Salary



Vote 5 Non Salary



Salary

- The Agency is forecasting a **surplus of \$13.4M** of which **\$11.2M is earmarked** primarily for TB funded projects resulting in an **available surplus of \$2.2M**. Factoring in **carry-forward requests totalling \$0.3M** reduces the surplus to **\$1.9M**

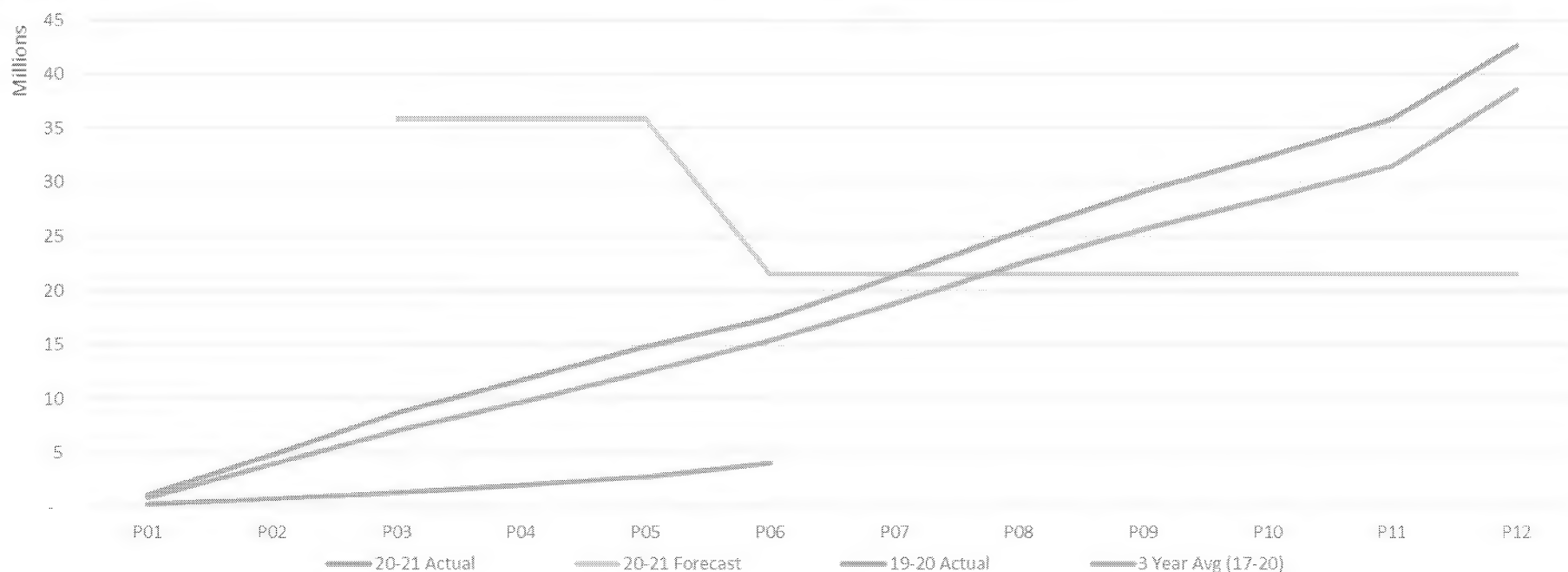
Non-Salary

- The Agency is forecasting a **surplus of \$108.5M** of which **\$79.9M is earmarked** primarily for TB funded projects resulting in a **surplus of \$28.6M**. Factoring in **carry-forward requests totalling \$1.3M** reduces the surplus to **\$27.3M**
- Surplus is under review

Vote 5 surplus at year end \$121.9M is **41.8% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2021-22. **Risk under 1 year appropriation is \$63.5M**



Travel



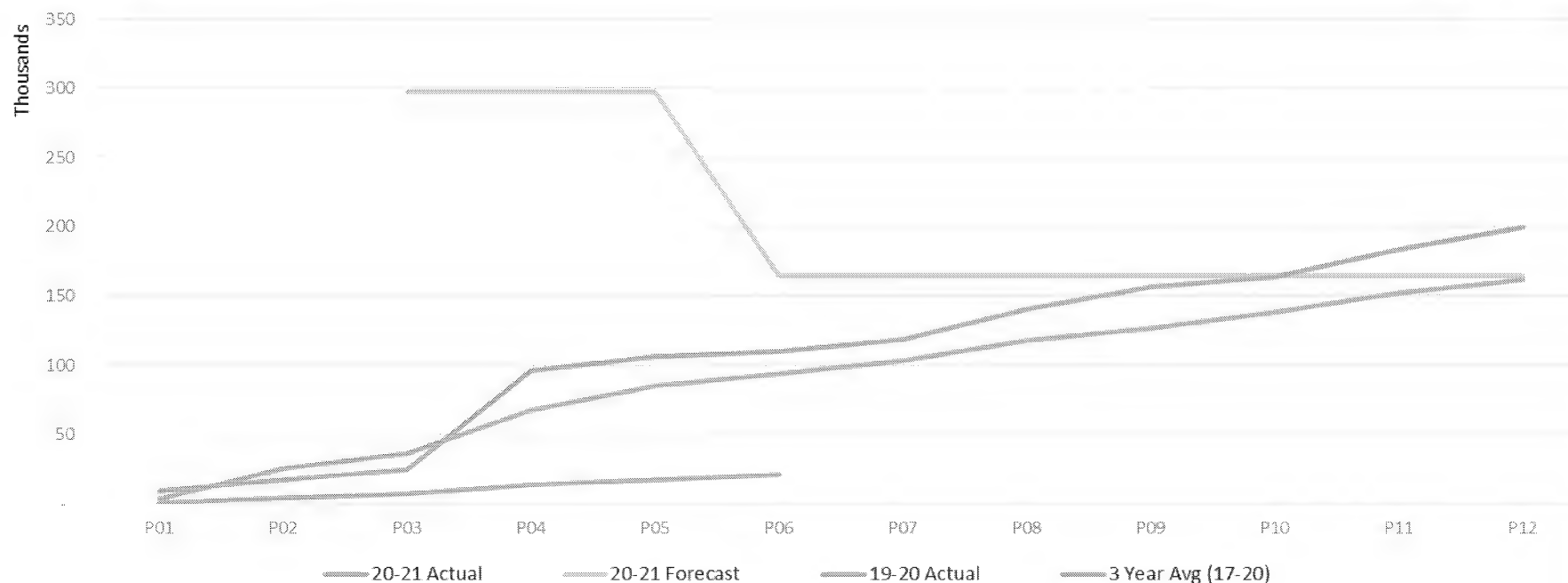
Travel contains both Vote 1 and 5 forecasted expenditures

Actual					In Millions			
2017-18	2018-19	2019-20	2020-21 YTD	2020-21 Q2 Forecast	2020-21 % of Forecast Spent	Variance 2020-21 Forecast vs. 2019-20 Actual	2017-20 3 Year Avg	Variance 2020-21 Forecast vs. 3 Year Avg
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) = (A+B+C)/3	(E-F)
32.8	40.3	42.7	4.1	21.5	19%	-21.2	38.6	-17.1

- Total forecasted expenditures of \$21.5M represents decrease of 50% when compared to 2019-20 expenditures and 44% compared to the 3 year average annual expenditure
- Actual expenditures represent 19% of forecast and 26% of the three year average expenditure at the end of Q2 (\$15.3M). Continue monitoring expenditures into Q3



Hospitality



In Thousands

Actual				2020-21 Q2 Forecast	2020-21 % of Forecast Spent	Variance 2020-21 Forecast vs. 2019-20 Actual	2017-20 3 Year Avg	Variance 2020-21 Forecast vs. 3 Year Avg
2017-18	2018-19	2019-20	2020-21 YTD					
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) =(A+B+C)/3	(E-F)
99.0	187.0	199.5	20.9	164.5	13%	-35.0	161.8	2.6

- Total forecasted expenditures of \$164.5K represents a decrease of 18% when compared to 2019-20 expenditures and a 2% increase compared to the 3 year average annual expenditure
- Actual expenditures represent 13% of forecast and 22% of the three year average expenditure at the end of Q2 (\$93.8K). Continue monitoring expenditures into Q3



Overtime by Branch

Branch (\$000)	Overtime					
	4 Year Expenditures				Q2 Forecast	% Change from
	2016-17	2017-18	2018-19	2019-20	2020-21	2019-20
	A	B	C	D	E	F= (E-D)/D
President's Office			18.3	24.5	28.5	16%
Audit & Evaluation			9.3	17.2	5.0	-71%
Legal			0.9	0.0		
CARM Branch			10.0	11.5	23.7	107%
Finance & Corporate Management Branch			461.5	444.9	340.6	-23%
Human Resources Branch			2,176.4	2,217.7	1,530.8	-31%
Strategic Policy Branch			861.1	1,706.3	1,625.5	-5%
Information, Science & Technology Branch			4,424.5	5,393.2	5,055.9	-6%
Chief Transformation Officer Branch			2.8	75.9	50.0	-34%
Travellers Branch			291.2	284.7	1,200.9	322%
Commercial and Trade Branch			165.6	249.9	126.6	-49%
Intelligence & Enforcement Branch			3,311.4	2,405.6	1,562.0	-35%
Atlantic Region			9,012.0	7,706.1	5,585.3	-28%
Quebec Region			23,696.1	19,811.4	12,155.4	-39%
Northern Ontario Region			7,911.6	7,385.9	3,850.3	-48%
Greater Toronto Area Region			16,876.5	18,968.9	8,534.8	-55%
Southern Ontario Region			18,120.7	14,519.5	8,873.4	-39%
Prairie Region			12,218.2	11,014.2	7,713.4	-30%
Pacific Region			22,026.2	19,161.4	10,535.4	-45%
Corporate Adjustment			-0.3	22.0		-100%
Subtotal	91,843.3	97,187.8	121,593.6	111,420.8	68,797.4	-38%
Less: Compensatory OT taken	-12,510.9	-12,958.9				
Total Overtime	79,332.4	84,228.9	121,593.6	111,420.8	68,797.4	-38%
Total Salary (Includes Overtime) *	1,108,861.2	1,115,996.8	1,423,310.8	1,309,546.1	1,308,433.4	0%
Overtime as a % of salary	7%	8%	9%	9%	5%	

2018-19 includes estimated retroactive overtime cost in the amount of \$24.9M related to fiscal years 2014-15 to 2017-18



Non-Salary Expenditures by Standard Object – Vote 1 & 5

In Millions

Vote 1	Non-Salary Expenditure				2020-21 YTD Q2 Expenditures	P6 Projected Weighted Average at Year End	2020-21 Projected YE expenditure based on Trend Projection
	2019-20 YTD Q2 Expenditures	2019-20 YE	2019-20 Expenditures (Q3 to YE)	Burn Rate at Q2			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$400.1M * F)
Transportation and communication	22.3	53.8	31.6	41%	7.4	4.4%	17.6
Information	0.9	1.8	0.9	52%	0.6	0.3%	1.2
Professional and Special Services (IT)	43.1	128.4	85.3	34%	38.3	26.2%	105.0
Professional and Special Services (Non-IT)	65.8	173.9	108.1	38%	62.0	40.2%	160.9
Rentals	5.0	13.5	8.5	37%	3.7	2.8%	11.3
Repair and Maintenance	9.4	30.4	21.1	31%	9.7	7.7%	30.9
Utilities, Materials and Supplies	5.2	22.1	16.9	23%	6.6	4.9%	19.5
Acquisition of Land, Buildings and Works	2.5	3.4	0.9	74%	0.6	0.2%	0.8
Acquisition of Machinery and Equipment	5.1	28.8	23.7	18%	6.7	11.7%	46.9
Other Subsidies and Payments	2.7	5.0	2.4	53%	3.2	1.5%	5.9
Vote 1 Total	162.0	461.3	299.3	35%	138.8	100%	400.1

Vote 5	Non-Salary Expenditure				2020-21 YTD Q2 Expenditures	P6 Projected Weighted Average at Year End	2020-21 Projected YE expenditure based on Trend Projection
	2019-20 YTD Q2 Expenditures	2019-20 YE	2019-20 Expenditures (Q3 to YE)	Burn Rate at Q2			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$174.8M * F)
Transportation and communication	0.1	0.3	0.2	28%	0.0	0.0%	0.0
Information	0.0	0.0	0.0	9%		0.0%	0.0
Professional and Special Services (IT)	15.2	50.4	35.2	30%	25.0	49.8%	87.1
Professional and Special Services (Non-IT)	0.5	1.5	1.0	35%	1.1	2.5%	4.4
Rentals	0.0	0.1	0.0	36%	0.0	0.0%	0.1
Repair and Maintenance	0.1	0.6	0.5	22%	0.1	0.5%	0.9
Utilities, Materials and Supplies	-0.2	0.1	0.3	-264%	0.0	0.0%	0.0
Acquisition of Land, Buildings and Works	9.2	38.8	29.7	24%	14.5	39.6%	69.3
Acquisition of Machinery and Equipment	3.3	17.0	13.7	19%	2.6	7.5%	13.1
Other Subsidies and Payments	-0.2	-0.2	-0.0	98%	0.0	0.0%	0.0
Vote 5 Total	28.1	108.6	80.5	26%	43.3	100%	174.8



Financial Situation by Branch – Vote 1

In Millions

Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V1	Actuals as % of Budget	Previous Year Actuals
President's Office	1.7	0.6	0.0	1.1	1.4	0.4	20.4%	0.3	35.3%	1.4
Audit & Evaluation	6.0	2.6	0.8	2.6	6.0	0.1	1.4%		42.7%	6.0
Legal	16.7	8.6	6.3	1.8	15.2	1.5	9.0%	0.7	51.7%	18.6
CARM Branch	5.7	2.1	0.2	3.4	5.7	-0.0	-0.0%		37.2%	5.0
Finance & Corporate Management Branch	171.7	65.4	53.6	52.7	163.0	8.7	5.1%	0.1	38.1%	138.8
Human Resources Branch	100.5	44.3	14.7	41.5	106.5	-5.9	-5.9%		44.1%	108.2
Strategic Policy Branch	72.1	30.4	11.3	30.4	69.5	2.6	3.6%		42.2%	57.3
Information, Science & Technology Branch	241.5	91.4	73.1	77.0	280.0	-38.5	-15.9%		37.8%	248.3
Chief Transformation Officer Branch	7.5	3.3	1.9	2.2	7.3	0.2	2.4%		44.6%	5.6
Travellers Branch	41.0	23.6	10.6	6.8	47.5	-6.4	-15.6%		57.5%	39.9
Commercial and Trade Branch	55.8	24.2	3.2	28.4	54.4	1.5	2.6%		43.4%	45.1
Intelligence & Enforcement Branch	81.4	34.0	8.5	38.9	81.9	-0.6	-0.7%		41.8%	63.4
Atlantic Region	65.3	31.4	1.5	32.5	64.2	1.1	1.8%		48.0%	66.4
Quebec Region	212.8	87.6	32.4	92.9	196.6	16.3	7.6%	5.6	41.1%	212.3
Northern Ontario Region	59.2	28.0	1.5	29.7	58.8	0.5	0.8%		47.3%	60.6
Greater Toronto Area Region	228.3	96.9	29.2	102.2	208.3	20.0	8.8%	8.6	42.4%	220.0
Southern Ontario Region	136.8	64.8	1.8	70.1	132.9	3.8	2.8%		47.4%	136.2
Prairie Region	111.9	48.6	7.9	55.3	102.9	9.0	8.1%	3.5	43.5%	112.2
Pacific Region	173.6	79.5	20.0	74.1	165.2	8.5	4.9%		45.8%	175.9
Unallocated Project	195.6			195.6		195.6	100.0%	185.8		
Corporate Accounts*	15.5	3.4	8.8	3.3	17.3	-1.7	-11.2%		21.9%	9.8
Reserve	16.9			16.9		16.9	100.0%	16.0		
Corporate Adjustment		5.7	0.0	-5.8						23.9
Grand Total	2,017.7	776.5	287.5	953.7	1,784.2	233.5	11.6%	132.6	38.5%	1,754.7

Vote 1 surplus at year end \$233.5M is **11.6% of budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.
Risk under 1 year appropriation is \$132.6M



Financial Situation by Branch – Vote 5

In Millions

Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V5	Actuals as % of Budget	Previous Year Actuals
CARM Branch	47.9	20.4	22.9	4.6	47.8	0.1	0.2%		42.6%	39.9
Finance & Corporate Management Branch	87.9	16.0	69.5	2.4	81.5	6.4	7.2%		18.2%	47.3
Human Resources Branch	2.7	0.1		2.6	2.4	0.3	10.7%		4.1%	0.6
Strategic Policy Branch	2.1	1.6	0.6	-0.1	5.5	-3.5	-165.5%		75.0%	4.5
Information, Science & Technology Branch	24.6	7.9	10.5	6.2	26.1	-1.5	-6.1%		32.0%	26.1
Travellers Branch	1.1	1.6	0.5	-1.0	2.3	-1.2	-109.1%		150.7%	2.8
Commercial and Trade Branch	23.5	1.6	0.6	21.2	3.5	19.9	84.9%	15.2	6.8%	2.2
Intelligence & Enforcement Branch	0.6			0.6	0.6	0.0	6.1%			
Atlantic Region										
Quebec Region					0.1	-0.1				0.1
Northern Ontario Region		0.0		-0.0						0.2
Greater Toronto Area Region										0.0
Southern Ontario Region										
Prairie Region										
Pacific Region										0.0
Unallocated Project	76.9			76.9		76.9	100.0%	61.5		
Reserve	24.5			24.5		24.5	100.0%	19.6		
Corporate Adjustment		0.0		-0.0						1.1
Grand Total	291.9	49.2	104.6	138.0	170.0	121.9	41.8%	63.5	16.9%	124.7

Vote 5 surplus at year end \$121.9M is **41.8% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2021-22. **Risk under 1 year appropriation is \$63.5M**



Regular Base – by Branch

In Millions

Vote	Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	President's Office	1.7	0.6	0.0	1.1	1.4	0.4	20.4%	0.3	35.3%	1.4
	Audit & Evaluation	6.0	2.6	0.8	2.6	6.0	0.1	1.4%		42.7%	6.0
	Legal	16.6	8.6	6.3	1.7	15.1	1.5	8.7%	0.6	51.8%	18.6
	CARM Branch		0.3		-0.3	0.0	-0.0				0.2
	Finance & Corporate Management Branch	99.6	40.9	20.6	38.1	91.1	8.5	8.6%	3.6	41.1%	83.3
	Human Resources Branch	92.9	42.8	13.3	36.9	102.0	-9.1	-9.8%		46.1%	101.2
	Strategic Policy Branch	53.4	26.6	10.8	15.9	52.6	0.8	1.4%		49.9%	50.6
	Information, Science & Technology Branch	83.9	52.7	37.5	-6.3	98.7	-14.8	-17.6%		62.9%	105.1
	Chief Transformation Officer Branch	6.6	3.1	1.6	1.8	6.4	0.2	2.7%		47.6%	4.8
	Travellers Branch	30.5	19.1	3.7	7.7	33.1	-2.6	-8.4%		62.6%	34.4
	Commercial and Trade Branch	40.7	21.0	2.7	16.9	42.7	-2.0	-4.9%		51.7%	37.9
	Intelligence & Enforcement Branch	55.4	26.8	3.0	25.7	56.3	-0.9	-1.6%		48.3%	46.4
	Atlantic Region	64.8	31.3	1.5	32.0	63.7	1.1	1.7%		48.2%	66.1
	Quebec Region	183.8	83.0	21.8	78.9	171.7	12.0	6.5%	2.8	45.2%	180.7
	Northern Ontario Region	56.4	27.0	1.5	28.0	56.0	0.4	0.7%		47.8%	59.1
	Greater Toronto Area Region	217.3	94.8	29.0	93.4	196.9	20.3	9.4%	9.5	43.7%	207.9
	Southern Ontario Region	135.2	64.2	1.8	69.1	131.3	3.9	2.9%		47.5%	134.5
	Prairie Region	106.3	48.1	7.6	50.6	99.3	7.0	6.6%	1.7	45.3%	108.6
	Pacific Region	164.1	76.6	19.7	67.9	155.6	8.5	5.2%	0.3	46.6%	168.7
	Reserve	-168.1			-168.1		-168.1	100.0%			
	Corporate Adjustment		5.7	0.0	-5.8						22.5
	Project Systems										
	Vote 1 Total - Financial System as at Oct 1	1,247.1	676.0	183.3	387.9	1,380.0	-132.8	-10.7%		54.2%	1,437.7
Vote 1 (anticipated)	Anticipated Adjustments	172.1			172.1		172.1	100.0%	163.5		
	Vote 1 Regular Base Total	1,419.2	676.0	183.3	559.9	1,380.0	39.2	2.8%		47.6%	1,437.7
Vote 5 (in system)	Finance & Corporate Management Branch		0.4	0.5	-0.9						-0.2
	Human Resources Branch	1.4			1.4	1.2	0.2	16.2%			
	Strategic Policy Branch										
	Information, Science & Technology Branch		-0.0		0.0	0.3	-0.3				
	Travellers Branch	0.6	0.5		0.1	0.0	0.6	99.8%	0.4	85.5%	
	Commercial and Trade Branch										
	Intelligence & Enforcement Branch	0.2			0.2	0.1	0.0	25.5%	0.0		
	Atlantic Region										
	Quebec Region					0.1	-0.1				
	Northern Ontario Region		0.0		-0.0						0.2
	Greater Toronto Area Region										0.0
	Southern Ontario Region										
	Reserve	-92.4			-92.4		-92.4	100.0%			
	Corporate Adjustment		0.0		-0.0						0.2
	Vote 5 Total - Financial System as at Oct 1	-90.3	0.9	0.5	-91.6	1.7	-92.0	101.9%		-1.0%	0.2
Vote 5 (anticipated)	Anticipated Adjustments	114.9			114.9		114.9	100.0%	91.9		
	Vote 5 Regular Base Total	24.6	0.9	0.5	23.2	1.7	22.9	93.1%		3.6%	0.2
	Regular Base Grand Total	1,443.8	676.9	183.7	583.1	1,381.7	62.1	4.3%		46.9%	1,437.9

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Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Alternatives to Detention	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.0	0.0		-0.0		0.0	0.0%	0.0	0.0%	0.2
			Information, Science & Technology Branch	0.0	0.0	0.0	0.0	0.6	-0.6	0.0%	0.0	0.0%	0.3
			Travellers Branch				0.0		0.0	0.0%	0.0	0.0%	
			Intelligence & Enforcement Branch	5.4	1.8	3.5	0.0	6.1	-0.7	-13.3%	0.0	33.7%	3.8
			Atlantic Region	0.1	0.0		0.0	0.1	-0.0	-7.1%	0.0	45.0%	0.1
			Quebec Region	0.4	0.2	0.0	0.2	0.4	-0.0	-1.1%	0.0	50.6%	0.5
			Northern Ontario Region	0.1	0.1		0.0	0.1	0.0	9.5%	0.0	82.7%	0.1
			Greater Toronto Area Region	1.0	0.2	0.0	0.8	1.0	0.0	0.0%	0.0	22.5%	1.0
			Southern Ontario Region	0.1	0.0		0.1	0.1	-0.0	-0.0%	0.0	20.7%	0.1
			Prairie Region	0.3	0.1		0.2	0.3	-0.0	-0.0%	0.0	32.7%	0.3
			Pacific Region	0.4	0.2	0.0	0.2	0.4	-0.0	-0.0%	0.0	43.9%	0.3
			Unallocated Project	0.6			0.6		0.6	100.0%	0.5	0.0%	
	Alternatives to Detention Total			8.3	2.6	3.5	2.1	9.0	-0.7	-8.5%	0.0	31.8%	6.7
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	Strategic Policy Branch	1.2	0.0		1.2	1.6	-0.4	-31.5%	0.0	3.3%	
			Information, Science & Technology Branch	2.9	0.1		2.8	3.7	-0.8	-28.7%	0.0	3.1%	0.1
			Commercial and Trade Branch	1.6	0.3	0.2	1.1	1.4	0.2	12.7%	0.1	20.1%	0.0
			Intelligence & Enforcement Branch	0.2			0.2	0.1	0.1	61.0%	0.1	0.0%	
			Greater Toronto Area Region	0.1			0.1	0.1	-0.0	-0.0%	0.0	0.0%	
			Unallocated Project	1.5			1.5		1.5	100.0%	1.4	0.0%	
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
	E-Commerce Risk Assessment-Postal & LVS Total			7.4	0.4	0.2	6.8	6.8	0.5	7.2%	0.2	6.0%	0.1
	eManifest	Commercial and Trade Branch	CARM Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
			Finance & Corporate Management Branch	0.2	0.0		0.2	0.0	0.2	81.4%	0.2	8.9%	0.1
			Strategic Policy Branch	1.8	1.2	0.2	0.4	1.8	0.0	0.2%	0.0	67.4%	1.8
			Information, Science & Technology Branch	46.0	6.6	10.0	29.5	45.9	0.2	0.3%	0.0	14.3%	43.0
			Commercial and Trade Branch	6.1	2.2	0.3	3.6	5.1	1.0	15.8%	0.7	35.7%	4.2
			Intelligence & Enforcement Branch	8.4	2.1	1.3	5.1	7.7	0.7	8.1%	0.3	24.7%	5.8
			Atlantic Region				0.0		0.0	0.0%	0.0	0.0%	0.0
			Reserve	-0.4			-0.4		-0.4	100.0%	0.0	0.0%	
	eManifest Total			62.2	12.1	11.7	38.3	60.6	1.6	2.5%	0.0	19.4%	54.9
	Guns and Gangs	Commercial and Trade Branch	Audit & Evaluation	0.0			0.0		0.0	0.0%	0.0	0.0%	
			Finance & Corporate Management Branch	0.0			0.0	0.0	-0.0	-0.0%	0.0	0.0%	
			Human Resources Branch	1.3	0.0		1.3	0.0	1.3	99.8%	1.3	0.1%	0.4
			Information, Science & Technology Branch	1.7	0.1	0.1	1.4	0.9	0.8	45.0%	0.7	8.1%	0.6
			Travellers Branch	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Commercial and Trade Branch	1.5	0.0	0.0	1.5	0.4	1.1	74.2%	1.1	2.4%	0.2
			Intelligence & Enforcement Branch	0.1	0.0		0.1		0.1	100.0%	0.1	0.0%	0.2
			Atlantic Region	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Quebec Region	0.1			0.1	0.1	0.0	0.0%	0.0	0.0%	0.0
			Northern Ontario Region	0.1	0.0	0.0	0.1	0.1	-0.0	-3.8%	0.0	3.7%	0.0
			Greater Toronto Area Region	0.1	0.0		0.1	0.1	0.0	0.0%	0.0	19.7%	
			Southern Ontario Region	0.1	0.0	0.0	0.1	0.1	0.0	1.4%	0.0	1.0%	0.0
			Prairie Region	0.2	0.1	0.0	0.2	0.2	-0.0	-0.0%	0.0	24.9%	0.0
			Pacific Region	0.1	0.0	0.0	0.0	0.1	0.0	0.0%	0.0	32.4%	0.0
			Reserve	0.1			0.1		0.1	100.0%	0.0	0.0%	
			Corporate Adjustment		0.0		0.0		0.0	0.0%	0.0	0.0%	0.1
	Guns and Gangs Total			5.4	0.3	0.2	5.0	2.0	3.4	62.4%	3.1	5.4%	1.4



Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Opioid / Fentanyl	Commercial and Trade Branch	Finance & Corporate Management Branch	0.1	0.0		0.1	0.1	0.0	1.4%	0.0	35.8%	0.1
			Human Resources Branch	0.4	0.0	0.0	0.4	0.0	0.4	99.2%	0.4	0.2%	0.3
			Information, Science & Technology Branch	1.8	0.4	0.0	1.4	1.6	0.2	13.5%	0.2	20.8%	1.2
			Commercial and Trade Branch	3.4	0.1	0.0	3.3	0.7	2.7	80.0%	2.5	1.7%	0.3
			Intelligence & Enforcement Branch	0.5	0.1	0.0	0.4	0.5	-0.0	-1.6%	0.0	16.4%	0.1
			Quebec Region	0.1	0.0	0.0	0.1	0.1	0.0	1.1%	0.0	29.4%	0.1
			Greater Toronto Area Region	0.1	0.0	0.0	0.1	0.1	-0.0	-0.0%	0.0	29.8%	0.1
			Pacific Region	0.1	0.0	0.0	0.1	0.1	0.0	0.0%	0.0	29.2%	0.1
			Corporate Adjustment				0.0		0.0	0.0%	0.0	0.0%	0.0
	Opioid / Fentanyl Total			6.6	0.7	0.1	5.8	3.3	3.3	50.3%	3.0	10.3%	2.3
	Security Certificate Division 9	Intelligence & Enforcement Branch	C. Legal	0.1		0.0	0.1	0.0	0.0	79.7%	0.0	0.0%	0.0
			Strategic Policy Branch	0.1	0.0		0.1		0.1	100.0%	0.1	34.0%	0.1
			Intelligence & Enforcement Branch	1.6	0.4	0.1	1.1	1.5	0.0	1.9%	0.0	24.8%	1.0
			Quebec Region				0.0		0.0	0.0%	0.0	0.0%	0.0
			Northern Ontario Region	0.6	0.2		0.4	0.5	0.0	4.9%	0.0	34.0%	0.6
			Greater Toronto Area Region	0.6	0.2	0.0	0.3	0.6	0.0	0.0%	0.0	40.3%	0.4
			Reserve	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Corporate Adjustment				0.0		0.0	0.0%	0.0	0.0%	0.4
	Security Certificate Division 9 Total			2.9	0.9	0.1	2.0	2.7	0.2	8.1%	0.1	29.3%	2.4
	African Swine Fever	Commercial and Trade Branch	Finance & Corporate Management Branch	0.1			0.1	0.1	-0.0	-65.0%	0.0	0.0%	
			Human Resources Branch	2.3	0.2	0.1	1.9	1.2	1.1	48.3%	1.0	9.0%	0.8
			Travellers Branch	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Commercial and Trade Branch	0.6	0.1	0.0	0.4	0.5	0.0	6.2%	0.0	20.0%	0.3
			Quebec Region	0.5	0.0	0.0	0.5	0.1	0.3	69.6%	0.3	5.2%	0.1
			Greater Toronto Area Region	1.9	0.3	0.1	1.5	1.5	0.4	22.1%	0.3	15.6%	0.4
			Pacific Region	1.5	0.1	0.1	1.3	1.3	0.2	15.0%	0.2	9.3%	0.3
			Reserve	0.3			0.3		0.3	100.0%	0.3	0.0%	
			Corporate Adjustment				0.0		0.0	0.0%	0.0	0.0%	0.0
	African Swine Fever Total			7.1	0.8	0.3	6.1	4.7	2.4	34.3%	2.1	10.9%	1.8
	Duty to Relief	Commercial and Trade Branch	Commercial and Trade Branch	0.9	0.4		0.6	0.9	-0.0	-0.0%	0.0	38.2%	0.8
			Quebec Region	0.6	0.2	0.0	0.4	0.6	0.0	1.2%	0.0	30.3%	0.5
			Greater Toronto Area Region	0.8	0.4	0.0	0.4	0.8	0.0	0.0%	0.0	49.2%	0.7
			Prairie Region	0.1	0.0		0.1	0.1	0.0	8.4%	0.0	31.9%	0.0
			Pacific Region	0.1	0.0		0.1	0.1	0.0	22.0%	0.0	33.1%	0.1
	Duty to Relief Total			2.5	1.0	0.0	1.5	2.5	0.0	1.9%	0.0	39.2%	2.2
	Irregular Migration & Incremental Asylum	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.1	0.0		0.1	0.1	0.0	0.1%	0.0	37.8%	0.1
			Human Resources Branch	0.1	0.0		0.1	0.1	-0.0	-0.0%	0.0	0.0%	1.7
			Strategic Policy Branch	2.1	0.7	0.0	1.4	1.3	0.8	36.7%	0.7	32.7%	0.7
			Information, Science & Technology Branch				0.0		0.0	0.0%	0.0	0.0%	
			Travellers Branch				0.0		0.0	0.0%	0.0	0.0%	0.2
			Intelligence & Enforcement Branch	5.5	1.4	0.1	4.0	4.8	0.7	12.3%	0.4	26.1%	4.5
			Atlantic Region	0.4	0.1		0.3	0.3	0.0	13.7%	0.0	16.7%	0.2
			Quebec Region	26.5	4.0	10.5	11.9	22.5	4.0	14.9%	2.6	15.1%	30.0
			Northern Ontario Region	1.9	0.7	0.0	1.2	1.9	0.0	1.9%	0.0	37.5%	0.9
			Greater Toronto Area Region	6.0	0.8	0.0	5.2	6.7	-0.7	-11.5%	0.0	13.7%	9.0
			Southern Ontario Region	0.1	0.1		0.0	0.2	-0.1	-53.3%	0.0	83.6%	0.4
			Prairie Region	4.5	0.2	0.4	3.9	2.4	2.1	46.0%	1.8	5.4%	2.9
			Pacific Region	1.6	0.6	0.1	0.9	1.9	-0.3	-18.3%	0.0	37.5%	0.9
			Unallocated Project	93.7			93.7		93.7	100.0%	89.0	0.0%	
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
			Corporate Adjustment				0.0		0.0	0.0%	0.0	0.0%	0.1
	Irregular Migration & Incremental Asylum Total			142.5	8.7	11.1	122.7	42.3	100.2	70.3%	93.1	6.1%	51.4

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Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Efficiency and Modernization Program	Finance & Corporate Management Branch	Finance & Corporate Management Branch	6.2	0.2	0.0	5.9	0.6	5.6	90.7%	5,282,432	3.4%	0.4
			Human Resources Branch		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Information, Science & Technology Branch		0.0	0.0	-0.0	0.0	-0.0	0.0%	0	0.0%	
			Chief Transformation Officer Branch	0.9	0.2	0.3	0.4	0.9	0.0	0.0%	0	22.2%	0.7
			Travellers Branch			0.0	-0.0	0.0	-0.0	0.0%	0	0.0%	
			Commercial and Trade Branch		0.0	0.0	-0.0	-0.0	0.0	0.0%	1,652	0.0%	
			Atlantic Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Quebec Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Northern Ontario Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Greater Toronto Area Region		0.0	0.0	-0.0	0.0	-0.0	0.0%	0	0.0%	
			Prairie Region			0.0	-0.0	0.0	-0.0	0.0%	0	0.0%	
			Pacific Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Unallocated Project	0.0			0.0		0.0	100.0%	37,043	0.0%	
			Reserve	0.0			0.0		0.0	0.0%	0	0.0%	
	Efficiency and Modernization Program Total			7.1	0.5	0.4	6.3	1.5	5.6	78.5%	5,203,310	6.7%	1.1
	Enterprise Data Analytics	G. Strategic Policy Branch	Finance & Corporate Management Branch	0.3			0.3	0.3	-0.0	-0.1%	0	0.0%	
			Strategic Policy Branch	11.4	1.1	0.2	10.1	9.5	1.9	16.4%	1,306,308	9.7%	2.7
			Information, Science & Technology Branch	0.7	0.3		0.4	0.7	-0.0	-0.0%	0	45.2%	2.6
			Commercial and Trade Branch	0.7			0.7		0.7	100.0%	703,000	0.0%	1.2
			Intelligence & Enforcement Branch				0.0		0.0	0.0%	0	0.0%	0.0
			Unallocated Project	0.9			0.9		0.9	100.0%	901,826	0.0%	
	Enterprise Data Analytics Total			14.2	1.4	0.2	12.5	10.6	3.6	25.2%	2,857,924	10.1%	6.5
	Trade Base Money Laundering	Intelligence & Enforcement Branch	Intelligence & Enforcement Branch	1.4	0.5	0.0	0.9	1.4	-0.0	-0.0%	0	34.1%	
			Northern Ontario Region		-0.0		0.0		0.0	0.0%	0	0.0%	
			Reserve	0.0			0.0		0.0	100.0%	36,822	0.0%	
			Corporate Adjustment	0.0			0.0		0.0	0.0%	0	0.0%	
	Trade Base Money Laundering Total			1.4	0.5	0.0	0.9	1.4	0.0	2.7%	0	33.1%	
	Human Trafficking	Intelligence & Enforcement Branch	Strategic Policy Branch		0.1		-0.1		0.0	0.0%	0	0.0%	
			Intelligence & Enforcement Branch		0.1	0.0	-0.1	0.4	-0.4	0.0%	0	0.0%	
	Human Trafficking Total				0.1	0.0	-0.1	0.4	-0.4	0.0%	0	0.0%	
	Innovation Solutions Canada	I. Chief Transformation Officer Branch	Strategic Policy Branch	0.2			0.2	0.2	0.0	0.0%	0	0.0%	
			Information, Science & Technology Branch	0.3			0.3	0.3	0.0	0.0%	0	0.0%	
	Innovation Solutions Canada Total			0.4			0.4	0.4	0.0	0.0%	0	0.0%	
	Federal Contaminated Sites Action Plan	Finance & Corporate Management Branch	Finance & Corporate Management Branch	0.4	0.0	0.3	0.0	0.3	0.1	16.9%	44,231	9.8%	
	Federal Contaminated Sites Action Plan Total			0.4	0.0	0.3	0.0	0.3	0.1	16.9%	44,231	9.8%	
	Vote 1 Total - Financial System as at Oct 1			268.3	30.0	28.1	210.2	148.5	119.8	44.7%	106.4	11.2%	130.9
Vote 1 (anticipated)	Anticipated Adjustment - eManifest	Commercial and Trade Branch	Reserve	12.7			12.7		12.7	100.0%	12.0	0.0%	
	Anticipated Adjustment - Guns and Gangs	Commercial and Trade Branch	Reserve	0.2			0.2		0.2	100.0%	0.2	0.0%	
Vote 1 Initiatives Total			281.2	30.0	28.1	223.1	148.5	132.7	47.2%	118.7	10.7%	130.9	



Initiatives - Vote 5

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 5 (in system)	Alternatives to Detention	Intelligence & Enforcement Branch	Information, Science & Technology Branch				0.0		0.0	0.0%	0	0.0%	
	Alternatives to Detention Total						0.0		0.0	0.0%	0	0.0%	
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	Strategic Policy Branch		0.1	0.1	-0.2		0.0	0.0%	0	0.0%	0.0
			Information, Science & Technology Branch		0.0		-0.0	0.0	-0.0	0.0%	0	0.0%	0.0
			Commercial and Trade Branch		0.3	0.4	-0.7		0.0	0.0%	0	0.0%	0.0
			Reserve	0.0			0.0		0.0	0.0%	0	0.0%	
	E-Commerce Risk Assessment-Postal & LVS Total			0.0	0.4	0.5	-0.9	0.0	-0.0	0.0%	0	0.0%	0.0
	eManifest	Commercial and Trade Branch	Information, Science & Technology Branch			0.0	0.0		0.0	0.0%	0	0.0%	
			Commercial and Trade Branch				0.0		0.0	0.0%	0	0.0%	
	eManifest Total					0.0	0.0		0.0	0.0%	0	0.0%	
	Guns and Gangs	Commercial and Trade Branch	Finance & Corporate Management Branch	0.4		0.3	0.2	0.5	-0.0	-5.5%	0	0.0%	0.5
			Information, Science & Technology Branch	0.9	0.2	0.6	0.1	0.6	0.3	33.6%	128,570	19.6%	1.1
			Commercial and Trade Branch	19.0	0.0		19.0	0.2	18.8	98.9%	15,001,375	0.0%	0.0
			Reserve	0.0			0.0		0.0	100.0%	19,671	0.0%	
	Guns and Gangs Total			20.4	0.2	0.9	19.3	1.3	19.1	93.6%	15,035,945	0.9%	1.7
	Opioid / Fentanyl	Commercial and Trade Branch	Finance & Corporate Management Branch				0.0		0.0	0.0%	0	0.0%	0.0
			Human Resources Branch	0.1			0.1		0.1	100.0%	73,600	0.0%	
			Information, Science & Technology Branch	0.4	0.4	0.0	-0.0	0.4	-0.0	-4.4%	0	104.4%	1.4
			Commercial and Trade Branch	2.1	0.2	0.0	1.9	1.1	1.0	47.9%	588,000	10.3%	0.0
	Opioid / Fentanyl Total			2.6	0.6	0.0	2.0	1.5	1.1	42.6%	576,205	22.9%	1.4
	African Swine Fever	Commercial and Trade Branch	Finance & Corporate Management Branch				0.0		0.0	0.0%	0	0.0%	1.1
	African Swine Fever Total						0.0		0.0	0.0%	0	0.0%	1.1
	Duty to Relief Total						0.0		0.0	0.0%	0	0.0%	
Irregular Migration & Incremental Asylum	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.3	0.0	0.1	0.1	0.3	0.0	0.0%	0	18.8%		
		Information, Science & Technology Branch				0.0		0.0	0.0%	0	0.0%		
		Quebec Region				0.0		0.0	0.0%	0	0.0%	0.1	
		Unallocated Project	0.9			0.9		0.9	100.0%	698,669	0.0%		
Irregular Migration & Incremental Asylum Total			1.1	0.0	0.1	0.9	0.3	0.9	77.7%	648,669	4.2%	0.1	
Vote 5 Total			24.1	1.2	1.5	21.4	3.0	21.1	87.4%	16.2	5.0%	4.2	
Initiatives Grand Total			305.3	31.2	29.6	244.5	151.5	153.8	50.4%		10.2%	135.1	



Projects Financial Situation – Vote 1

In Millions

Base Breakdown	Project	Project OPI Branch	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V1
Projects - TB Funded	All Weather Facility	Finance & Corporate Management Branch	0.3	0.2	0.1	37.3%	0.1
	Asylum Interoperability Project (AIP)	Intelligence & Enforcement Branch	6.9	4.6	2.3	33.0%	1.9
	Biometrics Expansion	Information, Science & Technology Branch	9.5	3.7	5.8	60.9%	5.3
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	0.0		0.0	100.0%	0.0
	BTB - North Portal	Finance & Corporate Management Branch	0.0	0.4	-0.4	0.0%	0.0
	CARM	CARM Branch	42.3	7.0	35.3	83.5%	33.2
	Entry-Exit	Travellers Branch	10.3	7.5	2.9	27.8%	2.4
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	9.8	1.0	8.8	90.1%	8.3
	ICSI - Marine Container Examination	Commercial and Trade Branch	14.4	4.8	9.6	66.9%	8.9
	Integrated Staffing Solution (ISS)	Human Resources Branch	0.4	0.2	0.2	47.8%	0.2
	Interactive Advance Passenger Information	Travellers Branch	3.7	3.7	0.0	0.2%	0.0
	Passenger Protect Program	Travellers Branch	4.0	0.7	3.3	81.9%	3.1
	POEMS (Port of Entry Management System)	Commercial and Trade Branch	0.2	0.3	-0.2	-117.3%	0.0
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	1.6	1.5	0.1	7.0%	0.0
	RFID Initiative	Travellers Branch	0.2	0.2	0.0	18.0%	0.0
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	7.7	6.7	1.0	12.4%	0.6
	Traveller Processing Modernization	Travellers Branch			0.0	0.0%	0.0
	Trusted Trader - FAST	Commercial and Trade Branch	1.2	1.2	0.0	0.7%	0.0
	Projects - TB Funded Total		112.5	43.6	68.8	61.2%	63.2
Projects - Internally Funded	Accelerated Radio Deployment Program	Information, Science & Technology Branch	7.7	9.8	-2.1	-27.1%	0.0
	Canadian Export Reporting System	Commercial and Trade Branch	3.6	3.8	-0.2	-6.3%	0.0
	Chain of Trust - Advance Traveller Information	Travellers Branch	1.4	0.9	0.6	39.0%	0.5
	Dynamic Risking	Travellers Branch	6.0	3.4	2.6	42.9%	2.3
	Enterprise Case Management Solution	Information, Science & Technology Branch	0.8	1.4	-0.6	-73.2%	0.0
	ERASS 2	Information, Science & Technology Branch	0.5	0.5	-0.0	-0.1%	0.0
	Land Border Crossing Project	Finance & Corporate Management Branch	4.8	5.3	-0.6	-12.4%	0.0
	Master Data Management	Information, Science & Technology Branch	5.1	5.1	0.0	0.0%	0.0
	Mobile Border	Travellers Branch	1.0	0.6	0.4	38.7%	0.3
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch			0.0	0.0%	0.0
	Next Handheld Device	Travellers Branch	1.9	1.8	0.1	7.6%	0.0
	Nexus Modernization	Travellers Branch	0.4	0.1	0.3	65.7%	0.3
	Pay Modernization	Human Resources Branch	0.8	0.5	0.3	34.2%	0.2
	Planning Budgeting and Forecasting	Finance & Corporate Management Branch			0.0	0.0%	0.0
	Primary Inspection Kiosk 1.0	Travellers Branch	1.7	1.7	0.0	1.2%	0.0
	Secure Corridor Concept	Commercial and Trade Branch	0.2	0.0	0.2	94.5%	0.2
	Service Oriented Architecture	Information, Science & Technology Branch	2.8	3.4	-0.6	-20.0%	0.0
	Travellers Preclearance	Travellers Branch	1.3		1.3	100.0%	1.2
	Projects - Internally Funded Total		40.1	38.4	1.7	4.3%	0
	Grand Total		152.6	82.0	70.6	46.2%	62.9

Development / Maintenance			
Net Position		Unallocated projects	
Development	Maintenance	Development	Maintenance
0.1			
2.3		2.1	
5.8	-0.0	5.8	
0.0		0.0	
-0.4			
13.7	21.6	14.2	21.6
5.0	-2.1	5.5	4.7
8.8		8.5	
8.2	1.4	8.2	1.4
0.2			
	0.0		0.0
3.3		3.9	
0.0	-0.2	0.0	0.2
	0.1		0.1
	0.0		0.2
0.3	0.7	0.1	0.6
	0.0		0.0
47.3	21.5	48.4	28.7
-2.1		6.4	
-0.9	0.7	2.2	1.3
0.6		1.4	
2.6		5.6	
-0.6			
0.0	-0.0		
-0.6			
	0.0		
0.4		0.9	
0.1		1.0	
-0.1	0.4	0.1	0.4
	0.3		0.8
	0.0		
0.2		0.2	
0.0	-0.6		
1.3		1.3	
1.0	0.7	19.2	2.5
48.3	22.3	67.6	31.3



Projects Financial Situation – Vote 5

In Millions

Base Breakdown	Project	Project OPI Branch	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V5	Development / Maintenance			
								Net Position		Unallocated projects	
								Development	Maintenance	Development	Maintenance
Projects - TB Funded	All Weather Facility	Finance & Corporate Management Branch	7.6	5.6	2.1	27.3%	0.6	2.1			
	Asylum Interoperability Project (AIP)	Intelligence & Enforcement Branch			0.0	0.0%	0.0				
	Biometrics Expansion	Information, Science & Technology Branch	2.3		2.3	100.0%	1.8	1.3	1.0	1.3	0.9
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	12.1		12.1	100.0%	9.6	12.1		12.1	
	BTB - North Portal	Finance & Corporate Management Branch	6.4	6.9	-0.5	-7.8%	0.0	-0.5			
	CARM	CARM Branch	75.0	52.2	22.9	30.5%	7.8	22.9		23.8	
	Entry-Exit	Travellers Branch	2.3	4.0	-1.6	-69.0%	0.0	-1.6		1.3	
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	0.1		0.1	100.0%	0.0	0.1		0.1	
	ICSI - Marine Container Examination	Commercial and Trade Branch	10.8	0.1	10.7	99.3%	8.6	10.7		5.6	
	Integrated Staffing Solution (ISS)	Human Resources Branch	1.2	1.3	-0.0	-2.0%	0.0	-0.0			
	Interactive Advance Passenger Information	Travellers Branch									
	Passenger Protect Program	Travellers Branch	17.2	8.8	8.5	49.3%	5.0	8.5		15.0	
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	10.3	2.0	8.3	80.6%	6.2	8.3		8.3	
	RFID Initiative	Travellers Branch			0.0	0.0%	0.0				
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	35.3	35.1	0.2	0.7%	0.0	0.2		0.6	
	Traveller Processing Modernization	Travellers Branch			0.0	0.0%	0.0				
	Trusted Trader - FAST	Commercial and Trade Branch	0.8	0.3	0.5	63.7%	0.3	0.5		0.4	
Projects - TB Funded Total			181.5	116.1	65.4	36.1%	29.1	64.4	1.0	68.4	0.9
Projects - Internally Funded	Accelerated Radio Deployment Program	Information, Science & Technology Branch	1.3	1.0	0.3	21.5%	0.0	0.3		1.3	
	Canadian Export Reporting System	Commercial and Trade Branch	1.1	1.7	-0.5	-48.7%	0.0	-0.5		0.3	
	Chain of Trust - Advance Traveller Information	Travellers Branch	0.5	1.0	-0.6	-127.1%	0.0	-0.6		0.5	
	Dynamic Risking	Travellers Branch	0.2	0.2	0.0	0.0%	0.0				
	Enterprise Case Management Solution	Information, Science & Technology Branch	2.1	2.1	-0.0	-0.4%	0.0	-0.0			
	ERASS 2	Information, Science & Technology Branch			0.0	0.0%	0.0				
	Land Border Crossing Project	Finance & Corporate Management Branch			0.0	0.0%	0.0				
	Master Data Management	Information, Science & Technology Branch			0.0	0.0%	0.0				
	Mobile Border	Travellers Branch	2.7	2.0	0.7	27.1%	0.2	0.7		2.5	
	National Application Realization to Traveller Applications – S/O/R & PAXIS	Information, Science & Technology Branch	2.0		2.0	100.0%	1.6	2.0		2.0	
	Next Handheld Device	Travellers Branch	1.0	1.0	0.0	2.5%	0.0	0.0		0.9	
	Nexus Modernization	Travellers Branch	0.7	0.5	0.2	22.6%	0.0	0.2		0.7	
	Pay Modernization	Human Resources Branch			0.0	0.0%	0.0				
	Planning Budgeting and Forecasting	Finance & Corporate Management Branch	0.4	0.4	-0.0	-0.1%	0.0	-0.0			
	Primary Inspection Kiosk 1.0	Travellers Branch		0.0	-0.0	0.0%	0.0	-0.0			
	Secure Corridor Concept	Commercial and Trade Branch	1.8	1.4	0.4	20.8%	0.0	0.4		0.4	
	Service Oriented Architecture	Information, Science & Technology Branch			0.0	0.0%	0.0				
	Travellers Preclearance	Travellers Branch	0.3		0.3	100.0%	0.2	0.3		0.3	
	Projects - Internally Funded Total		14.0	11.4	2.7	18.9%	0.0	2.7		8.8	
Grand Total			195.5	127.4	68.1	34.8%	29.0	67.1	1.0	77.1	0.9



Unallocated Projects Status

Item (in thousands)	Unallocated Budget Q2	Carryforward Request	Reprofile Request	Budget Allocation during Q3	Outstanding Budget Allocation
TB Funded Projects - Vote 1 & 5					
Asylum Interoperability Project (AIP)	2,117	0	0	0	2,117
Biometrics Expansion	8,017	0	0	0	8,017
BTB - Lacolle Traveller	12,087	0	12,057	0	30
CARM	59,647	0	0	0	59,647
Entry-Exit	11,569	0	0	0	11,569
Gordie Howe International Bridge POE	8,599	0	8,584	0	15
ICSI - Marine Container Examination	15,175	0	5,586	-5,139	14,727
Passenger Protect Program	18,839	0	11,474	0	7,365
POEMS (Port of Entry Management System)	156	0	0	0	156
Postal Modernization Initiative (PMI)	8,378	0	8,119	0	259
RFID Initiative	189	0	0	0	189
Strengthening the National Immigration Detention Framework	1,278	0	0	0	1,278
Trusted Trader - FAST	383	0	0	0	383
Total - TB Funded Project	146,435	2,085	47,732	-5,139	101,756
Internally Funded Project - Vote 1 & 5					
Accelerated Radio Deployment Program	7,689	0	0	901	6,788
Canadian Export Reporting System	3,814	0	0	0	3,814
Cargo Preclearance	0	0	0	-1,035	1,035
Chain of Trust - Advance Traveller Information	1,895	0	0	0	1,895
Dynamic Risking	5,623	2,587	0	0	3,037
Mobile Border	3,426	1,117	0	0	2,309
Next Handheld Device	1,908	0	0	0	1,908
Nexus Modernization	1,128	0	0	0	1,128
Pay Modernization	823	0	0	0	823
Secure Corridor Concept	661	0	0	0	661
Travellers Preclearance	1,554	0	0	0	1,554
Total - Internally Funded Project	28,521	3,703	0	-134	24,951
Grand Total	174,955	5,789	47,732	-5,273	126,708

Note: Excludes North Portal and SOR/PAXIS as there is no expectation for further allocation for 2020-21.



Controlled Funds

In Millions

Vote	Control Fund	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Finance & Corporate Management Branch	1.8	0.2	0.0	1.6	1.8	-0.0	-0.0%	0	12.3%	
	Closed Circuit Television Mgmt (CCTV) Total			1.8	0.2	0.0	1.6	1.8	-0.0	-0.0%	0	12.3%	
	CRA Regional Serv.MOU Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	25.4			25.4	27.0	-1.6	-6.3%	0	0.0%	25.9
	CRA Regional Serv.MOU Controlled Fund Total			25.4			25.4	27.0	-1.6	-6.3%	0	0.0%	25.9
	Defensive Equipment CF	Human Resources Branch	Human Resources Branch	3.1	0.9	1.3	0.8	2.4	0.7	22.5%	538,194	30.6%	2.9
	Defensive Equipment CF Total			3.1	0.9	1.3	0.8	2.4	0.7	22.5%	538,194	30.6%	2.9
	Detection Technology & Lab CF	Information, Science & Technology Branch	Information, Science & Technology Branch	7.3	1.9	3.5	2.0	7.1	0.2	3.1%	0	25.5%	5.9
			Quebec Region			0.0	-0.0		0.0	0.0%	0	0.0%	
	Detection Technology & Lab CF Total			7.3	1.9	3.5	2.0	7.1	0.2	3.1%	0	25.5%	5.9
	Fleet Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	1.4	0.7	1.0	-0.3	1.7	-0.3	-23.0%	0	50.1%	1.5
			Northern Ontario Region				0.0		0.0	0.0%	0	0.0%	
	Fleet Controlled Fund Total			1.4	0.7	1.0	-0.3	1.7	-0.3	-23.0%	0	50.1%	1.5
	Imm. Refugees & Citizenship Canada - CF	Information, Science & Technology Branch	Information, Science & Technology Branch	6.1	4.4		1.7	7.4	-1.3	-22.1%	0	72.9%	
	Imm. Refugees & Citizenship Canada - CF Total			6.1	4.4		1.7	7.4	-1.3	-22.1%	0	72.9%	
	IT Asset Lifecycle Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	8.8	3.1	0.6	5.2	8.8	0.0	0.0%	0	34.7%	6.3
	IT Asset Lifecycle Controlled Fund Total			8.8	3.1	0.6	5.2	8.8	0.0	0.0%	0	34.7%	6.3
	Personal Protection Equipment Fund	Finance & Corporate Management Branch	Atlantic Region			0.0	-0.0		0.0	0.0%	0	0.0%	
			Chief Transformation Officer Branch			0.0	-0.0		0.0	0.0%	0	0.0%	
			Commercial and Trade Branch			0.0	-0.0		0.0	0.0%	0	0.0%	
			Finance & Corporate Management Branch	5.4	0.2	0.2	4.9	8.2	-2.8	-52.5%	0	4.4%	
			Greater Toronto Area Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Human Resources Branch		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Information, Science & Technology Branch			0.0	-0.0		0.0	0.0%	0	0.0%	
			Intelligence & Enforcement Branch			0.0	-0.0		0.0	0.0%	0	0.0%	
			Prairie Region			0.0	-0.0		0.0	0.0%	0	0.0%	
			President's Office			0.0	-0.0		0.0	0.0%	0	0.0%	
			Quebec Region			0.0	-0.0		0.0	0.0%	0	0.0%	
			Strategic Policy Branch			0.0	-0.0		0.0	0.0%	0	0.0%	
	Personal Protection Equipment Fund Total			5.4	0.2	0.3	4.9	8.2	-2.8	-52.5%	0	4.4%	
	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	45.9	18.3	27.2	0.3	48.0	-2.1	-4.6%	0	39.9%	43.4
			Information, Science & Technology Branch		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	0.0
	POE Infrastructure Controlled Fund Total			45.9	18.3	27.2	0.3	48.0	-2.1	-4.6%	0	39.9%	43.4
	Public Services and Procurement Canada (PSPC) - Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	2.0			2.0	2.0	0.0	0.0%	0	0.0%	
	Public Services and Procurement Canada (PSPC) - Controlled Fund Total			2.0			2.0	2.0	0.0	0.0%	0	0.0%	
	Radio Controlled Fund	Information, Science & Technology Branch	Atlantic Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Greater Toronto Area Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Information, Science & Technology Branch	5.2	2.4	5.4	-2.7	5.2	-0.0	-0.0%	0	47.2%	6.1
			Northern Ontario Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Pacific Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Prairie Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Quebec Region		0.0		0.0		0.0	0.0%	0	0.0%	
			Southern Ontario Region		0.0		0.0		0.0	0.0%	0	0.0%	
			Travellers Branch		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
	Radio Controlled Fund Total			5.2	2.5	5.4	-2.7	5.2	-0.0	-0.0%	0	47.9%	6.1
	Shared Infrastructure Platform (SIP)	Information, Science & Technology Branch	Information, Science & Technology Branch	23.4	6.4	8.6	8.3	23.4	0.0	0.0%	0	27.6%	25.0
	Shared Infrastructure Platform (SIP) Total			23.4	6.4	8.6	8.3	23.4	0.0	0.0%	0	27.6%	25.0
	Shared Services Canada - Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	5.6	4.2	1.2	0.3	6.2	-0.6	-11.2%	0	74.3%	
	Shared Services Canada - Controlled Fund Total			5.6	4.2	1.2	0.3	6.2	-0.6	-11.2%	0	74.3%	
	Uniform Program	Travellers Branch	Travellers Branch	7.8	2.0	6.4	-0.7	7.2	0.6	7.4%	185,236	26.3%	
	Uniform Program Total			7.8	2.0	6.4	-0.7	7.2	0.6	7.4%	185,236	26.3%	
	Vote 1 Total			149.1	44.9	55.4	48.9	156.5	-7.3	-4.9%	0.0	30.1%	116.9



Controlled Funds

In Millions

Vote	Control Fund	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 5 (in system)	CRA Regional Serv.MOU Controlled Fund	Information, Science & Technology Branch	Finance & Corporate Management Branch				0.0		0.0	0.0%	0	0.0%	
	CRA Regional Serv.MOU Controlled Fund Total						0.0		0.0	0.0%	0	0.0%	
	Detection Technology & Lab CF	Information, Science & Technology Branch	Corporate Adjustment				0.0		0.0	0.0%	0	0.0%	0.0
			Information, Science & Technology Branch	14.5	0.1	6.0	8.4	4.8	9.7	67.1%	6,832,699	0.9%	6.0
	Detection Technology & Lab CF Total			14.5	0.1	6.0	8.4	4.8	9.7	67.1%	6,832,699	0.9%	6.0
	Fleet Controlled Fund	Finance & Corporate Management Branch	Corporate Adjustment				0.0		0.0	0.0%	0	0.0%	-0.6
			Finance & Corporate Management Branch	5.6	0.6	4.4	0.6	5.7	-0.0	-0.6%	0	11.1%	4.3
	Fleet Controlled Fund Total			5.6	0.6	4.4	0.6	5.7	-0.0	-0.6%	0	11.1%	3.7
	IT Asset Lifecycle Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	0.3	0.0	0.1	0.2	0.1	0.2	67.2%	153,889	0.0%	0.0
	IT Asset Lifecycle Controlled Fund Total			0.3	0.0	0.1	0.2	0.1	0.2	67.2%	153,889	0.0%	0.0
	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	21.1	3.8	22.2	-4.9	21.2	-0.1	-0.3%	0	18.0%	15.3
	POE Infrastructure Controlled Fund Total			21.1	3.8	22.2	-4.9	21.2	-0.1	-0.3%	0	18.0%	15.3
	Radio Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	0.0		0.6	-0.6		0.0	0.0%	0	0.0%	0.5
	Radio Controlled Fund Total			0.0		0.6	-0.6		0.0	0.0%	0	0.0%	0.5
	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Finance & Corporate Management Branch	4.2		3.0	1.2	4.2	0.0	0.0%	0	0.0%	
	Closed Circuit Television Mgmt (CCTV) Total			4.2		3.0	1.2	4.2	0.0	0.0%	0	0.0%	
	Personal Protection Equipment Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	1.9			1.9	1.9	0.0	0.0%	0	0.0%	
	Personal Protection Equipment Fund Total			1.9			1.9	1.9	0.0	0.0%	0	0.0%	
Vote 5 Total				47.7	4.6	36.4	6.8	37.9	9.9	20.7%	311,341	9.6%	25.5
Control Funds Grand Total				196.9	49.5	91.8	55.6	194.3	2.5	1.3%		25.1%	142.4



Corporate Accounts

In Millions

Vote	Salary/Non-Salary	Funds Center	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1	Salary	Worker's Compensation	4.4	1.0	3.3	0.1	4.4	0.0	0.0%	0	23.4%	5.0
	Salary Total		4.4	1.0	3.3	0.1	4.4	0.0	0.0%	0	23.4%	5.0
	Non-Salary	PILT	4.1	2.4	2.4	-0.6	4.7	-0.6	-15.3%	0	57.7%	4.2
		Claims against the Crown	0.0			0.0	2.0	-2.0	0.0%	0	0.0%	0.6
		Settlement Fund	2.0	0.6	0.0	1.4	2.2	-0.2	-10.6%	0	0.0%	
		Public Prosecution Service of Canada	5.0	1.6	3.2	0.3	3.9	1.1	22.0%	0.9	0.0%	
	Non-Salary Total		11.1	4.5	5.5	1.0	12.8	-1.7	-15.7%	0	40.6%	4.8
Vote 1 Total		15.5	5.5	8.8	1.2	17.3	-1.7	-11.2%	0	35.7%	9.8	
Grand Total		15.5	5.5	8.8	1.2	17.3	-1.7	-11.2%	0	35.7%	9.8	



Anticipated Budget Adjustments

In Millions

Vote	Breakdown	Adjustment Name	10100	10200	10300	10400	10500	10600	10700	10800	10900	11000	11100	11200	20100	20200	20300	20400	20500	30100	30200	30300	30400	30500	30600	30700	30800	30900	31000	99999	Grand Total		
Vote 1	Regular	19-20 Carryforward (TB funded, IF funded, initiatives and base) **LESS CARM & EMAN	0.1	6.3	0.3	17.0	3.5		0.0	2.2		12.4	13.5	0.4	6.8	3.9	1.3	1.0		0.7			0.5	4.7	3.2	4.6	2.1	0.1			84.9		
		Asylum Interoperability Project (AIP) (Supps B)		5.6																	0.0	0.1	0.0	0.1	0.1		0.2				6.0		
		CARM Carryforward (no WBS)					6.9																									6.9	
		CARM Carryforward Conversion (no WBS)					0.8																								-0.8	0.0	
		Conversion for Overprogramming	0.1	-0.2		0.5	0.2		-0.5	0.2	0.5	0.6	4.8	1.9		4.8		0.2		1.4	0.0	1.1		0.9	0.1	4.7	-0.1	-0.0	0.0		-21.1	0.0	
		eManifest Carryforward (no WBS)	6.7	8.7																												15.4	
		eManifest Conversion (C-00016)																													-0.1	-0.1	
		eManifest WBS	-5.5	-7.1																												-12.6	
		MOU with TBS for FMT SAP 4/HANA (Supps B)																						-1.1								-1.1	
		Move into the FIMC Reserve		-0.4		-1.0	4.1			-2.0		0.1	21.3	3.9	-3.4	-4.0	-2.5	-4.3		-1.5	-0.9	-0.1	-0.8	-2.4	0.5	-4.2	5.6	0.1		-7.9	0.0		
		National Strategy Against Human Trafficking	0.1	0.9																	0.0	0.0	0.0	0.0	0.1		0.0					1.2	
		North Portal untag from WBS											5.0																			5.0	
		Overprogramming (Financial Requirements)							0.1	2.8	1.0	1.1	15.8	6.4		12.1						1.8	4.2		11.2	0.6		5.4				62.6	
		PI Adjustment for Overprogramming	-0.3	-1.2	-3.3	-23.2	-2.3	-1.0								-7.5	7.1	-4.1	-5.7	-6.4	25.2				-2.1	7.1		22.0		-1.7	-2.3		0.0
		RCMP transfer - Import requirements of the Firearms Act (Supps B)				1.7																										1.7	
		Release G&G Interpol CSC Frozen Funding																			-0.0	-0.0	-0.0	-0.0	-0.0		-0.1					-0.2	
		Unencumbered Carryforward																														15.4	15.4
		Unencumbered Conversion																														0.0	0.0
		V1 to V5 North Portal (Supps B)												-5.0																		-5.0	0.0
		V1 to V5 reallocation (Supps B)																							-8.0								-8.0
				Regular Total	1.2	12.5	-3.0	-5.0	13.3	-1.0	-0.3	3.2	1.5	14.2	55.4	12.5	-4.1	23.9	-5.3	-8.8	-6.4	25.7	1.0	5.2	-2.3	12.5	4.5	27.2	13.0	-1.5	-2.3	-14.6	172.1
		Projects - TB Funded	North Portal untag from WBS											-5.0																		-5.0	
			Projects - TB Funded Total											-5.0																		-5.0	
		Initiatives	eManifest Conversion (C-00016)	0.1																												0.1	
			eManifest WBS	5.5	7.1																											12.6	
			Release G&G Interpol CSC Frozen Funding																		0.0	0.0	0.0	0.0	0.0		0.1					0.2	
			Initiatives Total	5.6	7.1																0.0	0.0	0.0	0.0	0.0		0.1					12.9	
			Vote 1 Total	6.8	19.6	-3.0	-5.0	13.3	-1.0	-0.3	3.2	1.5	14.2	50.4	12.5	-4.1	23.9	-5.3	-8.8	-6.4	25.7	1.0	5.2	-2.3	12.6	4.5	27.3	13.0	-1.5	-2.3	-14.6	179.9	
Vote 5	Regular	19-20 Carryforward (TB funded, IF funded, initiatives and base) **LESS CARM & EMAN	0.0	0.9		10.3	20.5		0.8	1.2		1.4	15.1	1.3		3.7							0.5	0.4				1.3			57.3		
		CARM Carryforward (no WBS)					17.2																									17.2	
		CARM Carryforward Conversion (no WBS)					-0.2																								0.2	0.0	
		Conversion for Overprogramming				-0.2	-0.2		1.4	-0.1						0.1											-0.0				-1.0	0.0	
		Move into the FIMC Reserve				0.7	-5.2						3.0	0.7															0.2		0.6	0.0	
		Overprogramming (Financial Requirements)					4.6			1.5				2.1													0.8					9.0	
		PI Adjustment for Overprogramming				-1.2	1.2		-6.4				-0.5	7.3	-0.3					-0.0			-0.0					-0.2				0.0	
		Unencumbered Carryforward																													18.4	18.4	
		Unencumbered Conversion																													0.0	0.0	
		V1 to V5 North Portal (Supps B)											5.0																			5.0	
		V1 to V5 reallocation (Supps B)											8.0																			8.0	
				Regular Total	0.0	0.9		9.7	37.9		-4.3	2.6		1.4	32.7	9.3	-0.2	3.7				-0.0			0.4	0.4		0.8		1.4		18.2	114.9
			Vote 5 Total	0.0	0.9		9.7	37.9		-4.3	2.6		1.4	32.7	9.3	-0.2	3.7				-0.0			0.4	0.4		0.8		1.4		18.2	114.9	
		Grand Total	6.8	20.6	-3.0	4.7	51.2	-1.0	-4.6	5.7	1.5	15.5	83.1	21.9	-4.3	27.6	-5.3	-8.8	-6.4	25.7	1.0	5.2	-1.8	12.9	4.5	28.1	13.0	-0.2	-2.3	3.6	294.8		



Earmarked

Category	Item (In Millions)	Vote 1			Vote 5		
		Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
SPA	eManifest ^{SPA}	16.5	4.5	21.0			
	Security Certificate Division 9 ^{SPA}	0.1	0.1	0.2			
	SPA under review	4.0		4.0			
	Subtotal	20.7	4.6	25.2			
Base	Base for CARM		26.0	26.0			
	North Portal vote Transfer					5.0	5.0
	2021-22 Financial Requirements					10.0	10.0
	Subtotal		26.0	26.0		15.0	15.0
Reprofiles (non-project)	DID (Drug Impaired Driving)	0.5	0.7	1.2		0.6	0.6
	G&G (Guns and Gangs)	1.1	0.8	1.9		12.4	12.4
	Subtotal	1.6	1.5	3.1		13.0	13.0
Carry-forward Requests Approved in Principle	Dynamic Risking ^{Travellers}	0.7	1.3	1.9			
	Subtotal	0.7	1.3	1.9			
Projects	All Weather Facility	0.1	0.0	0.1		2.1	2.1
	Asylum Interoperability Project (AIP)	1.4	0.8	2.3			
	BTB - Lacolle Traveller	0.0	0.0	0.0		12.1	12.1
	BTB - North Portal		-0.4	-0.4		-0.5	-0.5
	CARM	12.3	23.0	35.3	6.6	16.3	22.9
	Entry-Exit	2.3	2.7	5.0	-0.3	-1.3	-1.6
	Gordie Howe International Bridge POE	6.4	2.4	8.8		0.1	0.1
	ICSI - Marine Container Examination		8.2	8.2		10.7	10.7
	Integrated Staffing Solution (ISS)	0.0	0.2	0.2	0.0	-0.0	-0.0
	Interactive Advance Passenger Information					0.0	0.0
	Passenger Protect Program	1.2	2.1	3.3	4.6	3.9	8.5
	POEMS (Port of Entry Management System)		0.0	0.0			
	Postal Modernization Initiative (PMI)					8.3	8.3
	Strengthening the National Immigration Detention Framework	-0.1	0.3	0.3		0.2	0.2
	Traveller Processing Modernization						
	Trusted Trader - FAST				0.3	0.2	0.5
	Subtotal	23.7	39.4	63.1	11.2	51.9	63.1
Total Earmarked		46.6	72.7	119.3	11.2	79.9	91.1



Carry-forward Requests

Q2 Carry-forward Requests Seeking Approval in Principle						
Initiative (In Millions)	Vote 1			Vote 5		
	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Investment Planning Unit ^{FCMB}	0.2		0.2			
Revenue Generation ^{FCMB}		1.9	1.9			
Efficiency & Modernization Program ^{FCMB}		5.0	5.0			
GCworkplace ^{FCMB}	0.5	3.2	3.7			
Federal Contaminated Sites ^{FCMB}		0.1	0.1			
Dynamic Risking ^{Travellers} (total request is \$2.6M= Q2 incremental request \$0.6M + Q1 Approved in principle \$1.9M)	0.5	0.2	0.6			
Mobile Border ^{Travellers}	0.2	0.2	0.4	0.3	0.5	0.7
Enterprise Data Analytics (EDA) ^{SPB}		1.8	1.8			
Asylum/Irregular Migration ^{IEB}	22.5	77.6	100.2		0.9	0.9
Total	24.0	89.9	113.9	0.3	1.3	1.6



Horizontal Initiatives

Branch	Program Inventory	2020-21 Planned Spending	Actuals	Deem Spend Actual	Variance (Planned vs Actuals)	Burn Rate (planned vs Actuals)	Budget	Forecast
INITIATIVE TO TAKE ACTION ON GUN AND GANG VIOLENCE (WBS H-00006 and C-00068)								
Commercial	Targeting	1,638,313	-	131,627	1,506,686	8%	70,000	-
	Intelligence Collection & Analysis	164,741	-	12,796	151,945	8%	1,428,478	-
	Traveller Facilitation and Compliance	-	-	-	-	-	-	78,723
	Commercial-Trade Facilitation and Compliance	6,524,220	338,058	39,880	6,146,283	6%	1,528,397	1,218,442
	Trusted Traveller	-	-	-	-	-	-	1,125
	Force Generation	2,486,586	-	1,243,293	1,243,293	50%	1,817,841	3,000
	Buildings and Equipment	1,433,899	164,121	111,070	1,158,708	19%	10,457,530	5,727,375
	Field Technology Support	17,731,655	138,033	290,458	17,303,164	2%	18,642,824	1,561,258
	Management and Oversight	-	-	-	-	-	-	7,223
	Communications Services	-	-	-	-	-	-	26,850
	Legal Services	-	-	-	-	-	-	1,730
	Human Resources Management	-	-	-	-	-	-	38,783
	Financial Management	-	-	-	-	-	-	37,291
	Information Technology	-	-	-	-	-	-	84,505
	Material Management	-	-	-	-	-	-	470,000
	Internal Services	846,370	-	423,185	423,185	50%	-	-
	Total Guns and Gangs	30,825,784	640,212	2,252,307	27,933,264	9%	33,748,688	9,066,404
ADDRESSING THE OPIOID CRISIS (WBS C-00048)								
Commercial	Targeting	296,038	79,855	24,102	192,082	35%	247,835	320,416
	Intelligence Collection & Analysis	660,198	105,845	53,975	500,378	24%	552,248	545,503
	Commercial-Trade Facilitation and Compliance	471,740	85,395	31,000	355,345	25%	1,757,409	1,894,043
	Force Generation	386,430	-	193,215	193,215	50%	377,552	3,000
	Buildings and Equipment	512,201	991,283	19,105	498,187	197%	3,941,215	94,895
	Field Technology Support	2,168,392	-	153,183	2,015,209	7%	2,262,026	1,880,395
	Internal Services	818,000	-	409,000	409,000	50%	-	-
	Total Opioids	5,313,000	1,262,379	883,579	3,167,042	40%	9,138,285	4,738,252
BUILDING LAW ENFORCEMENT CAPACITY TO ADDRESS DRUG IMPAIRED DRIVING (IO 723022)								
Traveller	Targeting	-	-	-	-	-	9,212	Forecast information is not available by IO
	Traveller Facilitation and Compliance	1,404,628	7,560	205,879	1,191,189	15%	989,808	
	Force Generation	3,123,750	3,147	1,046,599	2,074,005	34%	987,083	
	Buildings and Equipment	39,847	-	20,605	19,242	52%	-	
	Financial Management	-	-	-	-	-	3,214	
	Internal Services	121,775	-	60,888	60,888	50%	-	
	Total Drug Impaired Driving	4,690,000	10,707	1,333,969	3,345,324	29%	1,989,317	

* Deemed spent actuals represent costs related to Custodial, Force Generation, Internal Services, Employee Benefit Plan (EBP), Public Services and Procurement Canada (PSPC) and Shared Services Canada (SSC) costs reported in 2020-21 DP. A prorated rate was applied to come up with a Q2 amount.

** No Program Inventory (PI) re-alignment was applied to the data. Data sources include are BPC, CAS and 2020-2021 DP.



Horizontal Initiatives

Branch	Program Inventory	2020-21 Planned Spending	Actuals	Deem Spend Actual	Variance (Planned vs Actuals)	Burn Rate (planned vs Actuals)	Budget	Forecast
FEDERAL FRAMEWORK FOR THE LEGALIZATION & REGULATION OF CANNABIS (IO 723072)								
Strategic Policy	Targeting	-	3,000	-	3,000		-	Forecast information is not available by IO
	Intelligence Collection & Analysis	-	-	-	-		275,861	
	Traveller Facilitation and Compliance	6,853,724	-	507,047	6,346,677	7%	1,240,069	
	Recourse	689,430	102,690	32,518	554,222	20%	525,755	
	Buildings and Equipment	-	-	252,585	252,585		-	
	Field Technology Support	241,015	16,416	15,148	209,451	13%	199,296	
	Management and Oversight	-	224,820	-	224,820		-	
	Legal Services	-	-	-	-		573,431	
	Information Technology	-	-	-	-		117,761	
	Internal Services	1,314,883	-	622,900	691,983	47%	-	
	Total Cannabis	9,099,052	346,925	1,430,198	7,321,929	20%	2,932,173	
HUMAN TRAFFICKING (IO 724432 and WBS H-00012)								
Strategic Policy	Targeting	167,235	-	20,065	147,170	12%	Budget and forecast information is not available by IO	
	Intelligence Collection & Analysis	1,240,495	102,279	153,700	984,516	21%		
	Force Generation	5,883	-	812	5,071	14%		
	Management and Oversight	-	52,333	943	53,276			
	Communications Services	-	-	3,505	3,505			
	Legal Services	-	-	226	226			
	Human Resources Management	-	-	5,063	5,063			
	Financial Management	-	-	4,868	4,868			
	Information Technology	-	-	20,969	20,969			
	Internal Services	247,974	-	88,412	159,562	36%		
	Total Human Trafficking	1,661,587	154,612	298,564	1,208,411	27%		
CANADIAN DRUG & SUBSTANCES STRATEGY / NATIONAL ANTI DRUG STRATEGY								
Intelligence and Enforcement	Targeting	2,100,000	-	1,050,000	1,050,000	50%	Budget and forecast information is included within permanent funding	
	Criminal Investigations	200,000	-	100,000	100,000	50%		
	Internal Services	1,300,000	-	650,000	650,000	50%		
	Total NADS	3,600,000	-	1,800,000	1,800,000	50%		
Fed. Contaminated Sites (Direct Costs) (WBS H-00010)								
FCMB - National	Buildings and Equipment	438,986	36,551	-	402,435	8%	373,138	310,250
	Total FCSAP	438,986	36,551	-	402,435	8%	373,138	310,250

* Deemed spent actuals represent costs related to Custodial, Force Generation, Internal Services, Employee Benefit Plan (EBP), Public Services and Procurement Canada (PSPC) and Shared Services Canada (SSC) costs reported in 2020-21 DP. A prorated rate was applied to come up with a Q2 amount.

** No Program Inventory (PI) re-alignment was applied to the data. Data sources include are BPC, CAS and 2020-2021 DP.



Agency Reserve – Functional Portfolios

	Program Inventory (in millions)		2020-21 Budget		Variance Explanation	
	PI	PI Name	Vote 1	Vote 5	Vote 1	Vote 5
Intelligence & Enforcement (Border Management)	10100	Targeting	13.1		\$12.9M Earmarked for eManifest (including Public Account adj) \$127k Anticipated funding for Human Trafficking	
	10200	Intelligence Collection & Analysis	10.1		\$8.7M Earmarked for eManifest (Including Public Account adj) \$933k Anticipated funding for Human Trafficking \$258k Earmarked for MYLP2 - International Region \$552k Earmarked for Cannabis Excise Tax	
	10300	Security Screening	0.9		\$29k Earmarked for Immigration Levels Plan \$851k Earmarked for Temporary Residents Contingency	
	Total		24.1			
Intelligence & Enforcement (Border Enforcement)	20100	Immigration Investigations	0.0		\$23k Earmarked for Immigration Levels Plan \$24k Earmarked for Division 9	
	20200	Detentions	0.0		\$8k Earmarked for Immigration Levels Plan	
	20300	Hearings	0.0		\$9.8k Earmarked for Immigration Levels Plan	
	20400	Removals	0.0		\$1.7k Earmarked for Immigration Levels Plan	
	20500	Criminal investigations				
	Total		0.1			
Traveller	10400	Traveller Facilitation & Compliance	3.2		\$1.7M Anticipated funding from RCMP for Firearms Act transfer \$814k Earmarked for Immigration Levels Plan \$675k Cannabis Contingency	
	10700	Trusted Traveller				
	Total		3.2			
Commercial & Trade	10500	Commercial-Trade Facilitation & Compliance	1.3		\$1.2M Anticipated CARM Carryforward (Public Account adj) \$100k Earmarked for Guns & Gangs	
	10600	Anti-dumping & Countervailing				
	10800	Trusted Trader				
	Total		1.3			



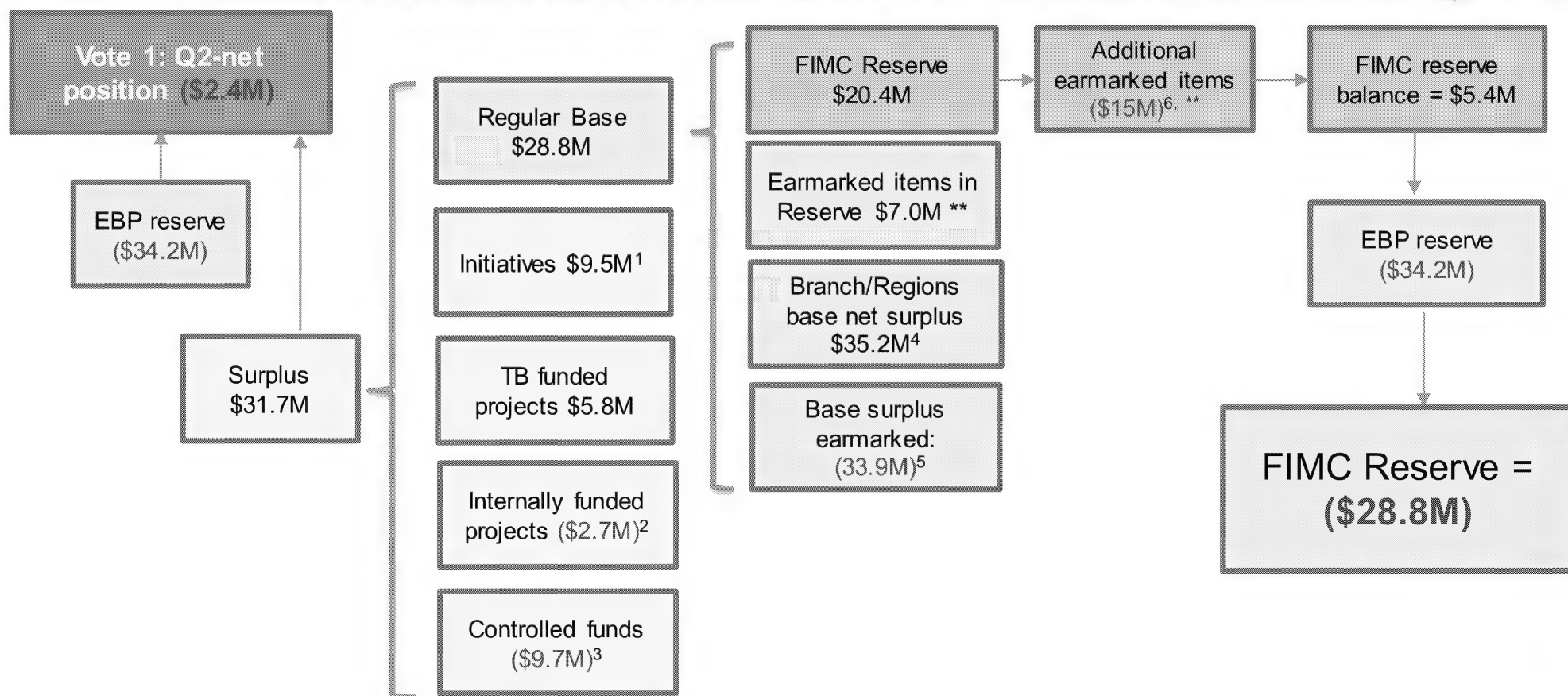
Agency Reserve – Enabling Portfolios

	Program Inventory (in millions)		2020-21 Budget	
	PI	PI Name	Vote 1	Vote 5
Finance & Corporate Management	10900	Recourse		
	11100	Building & Equipment	0.4	5.0
	30500	Financial Management	0.3	
	30800	Real Property Management	0.3	
	30900	Material Management		
	31000	Acquisition Management		
	Total		1.0	5.0
Human Resources	11000	Force Generation	0.1	
	30400	Human Resource Management	-0.0	
	Total		0.1	
Information Science & Technology	11200	Field Technology Support		
	30600	Information Management		
	30700	Information Technology	-0.0	
	Total		-0.0	
Legal Services	30300	Legal Services	-0.0	
	Total		-0.0	
Strategic Policy	30200	Communication Services	-0.0	
	Total		-0.0	
Management & Oversight	30100	Management & Oversight	0.9	
	Total		0.9	
EBP Conversion	99999	EBP Conversion	-13.8	17.5
	Total		-13.8	17.5
Grand Total			16.9	22.5

Variance Explanation	
Vote 1	Vote 5
\$309k Earmarked for ASF Custodial \$135k Earmarked for Guns & Gangs	\$5M Earmarked for North Portal \$25k Earmarked for Guns & Gangs
\$33k Earmarked for Immigration Levels Plan \$273k Earmarked for V1 to V5 Reallocation - FCMB - Carryforward -\$37k Guns & Gangs Interpol Frozen CSC	
\$92k Earmarked for Immigration Levels Plan \$177k Earmarked for eMan	
\$86.5k Earmarked for Immigration Levels Plan \$39k Earmarked for TFAML \$12.8k Earmarked for Guns & Gangs	
\$4k Anticipated Human Trafficking 34k Earmarked for Immigration Levels Plan -\$38k Guns & Gangs Interpol Frozen CSC	
\$75k Earmarked for Immigration Levels -\$84.5k Guns & Gangs Interpol Frozen CSC	
\$1.5k Earmarked for Immigration Levels Plan -\$1.7k Guns & Gangs Interpol Frozen CSC	
-\$27k Guns & Gangs Interpol Frozen CSC	
\$884k Earmarked for Innovation Solutions Canada \$31.5k Earmarked for Immigration Levels Plan -\$7k Guns & Gangs Interpol Frozen CSC	



Vote 1 – Q2 FSR net position to FIMC reserve



1. Initiative surplus includes \$3.3M for Opioids, \$3.2M for Guns & Gangs, \$2.1M for African Swine Fever & \$0.9M for other initiatives

2. Internally funded project deficit consists of (\$2.1M) for Accelerated Radio Program and (\$0.6M) for Service oriented Architecture

3. Controlled fund deficit is made up of (\$2.8M) of Personal Protection Equipment Fund, (\$2.7M) of IRCC controlled fund, (\$2.1M) of POE infrastructure, (\$1.8M) of SSC controlled fund and (\$0.3M) for other;

4. Q2 base net surplus of **\$35.2M** (surplus of \$64.6M less projected deficit of (\$29.3M))

5. Base surplus earmarked includes **\$26M for CARM** and \$7.9M in funding request to be earmarked

6. Includes \$13.2M for funding earmarked for Gate 2 items – allocation pending Gate 3 approval

**see slide 3 for details

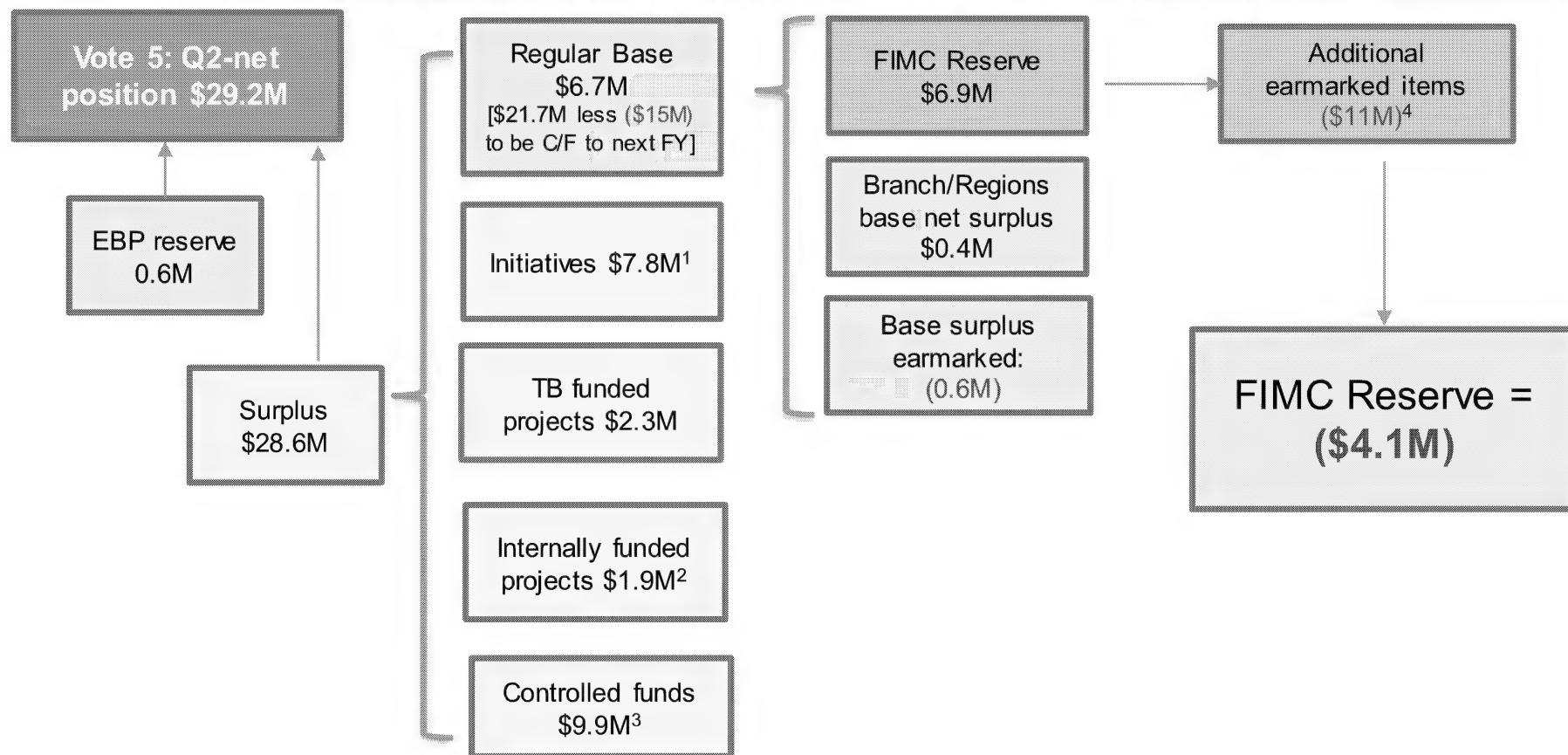
Key points:

➤ Above calculation assumes that the Agency is funding the projected base deficits (\$29.3M)

➤ Initiatives surplus of \$9.3M and TB funded maintenance lapse \$5.8M – could be used to offset the current reserve deficit



Vote 5 – Q2 FSR net position to FIMC reserve



1. Initiative surplus includes \$6.7M for Guns & Gangs and \$1M for Opioids

2. Internally funded project surplus is related to National Application Rationalization.

3. Controlled fund surplus of \$9.9M is due to Detection Technology & Lab controlled fund

4. Includes \$8.2M for funding earmarked for Gate 2 items – allocation pending Gate 3 approval and \$2.9 for SAP ARIBA; see slide 3 for details

Key points:

- Reserve balance of (\$4.1M) is inclusive of \$15M (\$10M for base & \$5M for N.Port) that is earmarked for carry forward to FY 2021-22
- Surplus declared in initiatives, TB funded projects, internally funded projects and controlled funds could offset the projected reserve deficit.



Table below details earmarked items on slide 1 – vote 1

Earmarked items in
Reserve \$7.0M

Items currently earmarked in Agency Reserve	V1		
	Sal	O&M	Net Position
Immigration Levels Plan	872,535	365,891	1,238,426
Innovation Solutions Canada		884,658	884,658
V1 to V5 Reallocation - FCMB - Carryforward	273,500		273,500
G&G Interpol Corporate Support Costs	-133,432	-62,950	-196,382
Temporary Resident Contingency	851,521		851,521
Cannabis Contingency (For 2021-22)		675,008	675,008
Cannabis Excise Tax (For 2021-22)	492,904	58,818	551,722
National Strategy Against Human Trafficking (Direct Costs)	914,934	149,525	1,064,459
RCMP Transfer - Firearms Act		1,700,000	1,700,000
Total	3,271,962	3,770,950	7,042,912

Table below details earmarked items #6 on slide 1- vote1

Additional
earmarked items
(\$15M)^{6, **}

and item # 4 on slide 2-vote 5

Additional
earmarked items
(\$11M)⁴

Additional earmarked items	V1			V5		
	Sal	O&M	Net Position	Cap Sal	Cap	Net Position
Cloud Application Migration Project -FIMC July 16		-3,000,000	-3,000,000			
Right Touch Land Processing-FIMC July 16	-1,064,691	-550,000	-1,614,691	-600,000	-6,252,766	-6,852,766
Digital Travel Experience: Air Mode-FIMC July 16	-903,719	-289,700	-1,193,419	-494,921	-816,750	-1,311,671
Collaboration Eco-system / MS 365 and Teams -FIMC July 16		-595,301	-595,301			
Land and Commercial Preclearance-FIMC July 16	-764,381	-240,374	-1,004,755		-30,000	-30,000
Respectful Workplace Strategy-FIMC July 16	-4,341,118	-1,517,704	-5,858,822			
Indigenous Affairs Secretariat Incremental base fund-FIMC Sep 10	-850,000		-850,000			
SuccessFactors (ARIBA)-FIMC Sep 17		-808,487	-808,487		-2,849,500	-2,849,500
Total	-7,923,909	-7,001,566	-14,925,475	-1,094,921	-9,949,016	-11,043,937



Multi-Year Agency Authorities

<i>(in millions)</i>		2020-21		2021-22		2022-23	
		Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Permanent Funding							
Base		\$1,366.4	\$42.3	\$1,293.5	\$52.2	\$1,307.7	\$45.2
Collective Bargaining		\$87.8	\$0.0	\$87.8	\$0.0	\$87.8	\$0.0
	<i>Sub-Total</i>	\$1,454.2	\$42.3	\$1,381.3	\$52.2	\$1,395.5	\$45.2
Temporary Funding							
Transfers to and from OGDs		\$2.0	\$0.2	\$0.3	\$0.0	\$0.2	\$0.0
201-20 Carryforward		\$185.9	\$102.6	\$0.0	\$0.0	\$0.0	\$0.0
Policy		\$318.0	\$37.3	\$159.2	\$3.9	\$66.2	\$3.3
Projects		\$55.5	\$115.6	\$12.4	\$44.8	\$2.1	\$10.7
	<i>Sub-Total</i>	\$561.4	\$255.7	\$172.0	\$48.7	\$68.5	\$14.1
Frozen Funding							
Policy		\$4.3	\$0.0	\$20.8	\$0.0	\$20.0	\$0.0
Projects		\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
	<i>Sub-Total</i>	\$5.1	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8
Total Authorities (not inc. EBP) - 12/12ths		\$2,020.7	\$298.8	\$1,672.6	\$101.6	\$1,593.0	\$60.0
Total Available Authorities (not inc. EBP) less Frozen		\$2,015.6	\$298.0	\$1,553.2	\$100.9	\$1,464.0	\$59.3



Frozen Authorities

<i>(in millions)</i>		2020-21		2021-22		2022-23	
		Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Frozen Pending Conditions							
Policy							
Settling Syrian refugees		\$2.3	\$0	\$0	\$0	\$0	\$0
Mexico		\$0	\$0	\$19.2	\$0	\$19.2	\$0
Addressing the Challenges of African Swine Fever		\$1.9	\$0	\$1.6	\$0	\$0.8	\$0
Asylum		\$0	\$0	\$0	\$0	\$0	\$0
Modernizing Canada's Border Operations		\$0	\$0	\$0	\$0	\$0	\$0
Temporary Resident		\$0	\$0	\$0	\$0	\$0	\$0
	<i>Sub-Total</i>	\$4.3	\$0	\$20.8	\$0	\$20.0	\$0
Projects							
A-Base		\$0	\$0	\$0	\$0	\$0	\$0
Biometrics Expansion (Kiosk)		\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
IAP		\$0	\$0	\$4.8	\$0	\$4.8	\$0
eManifest		\$0	\$0	\$72.1	\$0	\$72.1	\$0
CARM (Assessment and Revenue Management Project)		\$0	\$0	\$20.8	\$0	\$31.2	\$0
Entry/Exit		\$0	\$0	\$0	\$0	\$0	\$0
	<i>Sub-Total</i>	\$0.8	\$0.8	\$98.6	\$0.8	\$109.0	\$0.8
Total Frozen Authorities - Pending Conditions		\$5.1	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8
Total Frozen Authorities		\$5.1	\$0.8	\$119.4	\$0.8	\$129.0	\$0.8



Financial Tables

(Supporting Details - Not Intended for Discussion)

Apollo Document #:

Financial / PI / Volumetric Data Workbooks

Apollo Document #:

Branch/ Portfolio and Regional FSRs & Management Letters

Apollo Document #:



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Canada Border Services Agency Q3 Financial Situation Report

FIMC
February 18, 2021
Apollo #



PROTECTION • SERVICE • INTEGRITY

Canada



Cover Sheet for FIMC

Date of Receipt: February 15, 2021

Decision Required	Financial - Approval of adjustments to in-year budgets and multi-year notional budgets; ongoing monitoring of projected in-year net position.	Decision Approved: Yes / No (To be confirmed at committee)																																																
Managed as Project	Approval request includes both project and non-project. Any budget adjustments related to projects is for existing projects that will continue to follow their already established project management practices and tracking mechanisms.																																																	
Financial Investment Requested	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																																																	
Efficiencies Generated	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																																																	
Funding profile	Refer to p. 9-11.																																																	
Funding source	2020-21 in-year budget and multi-year notional budgets per quarterly budget delegation letters.																																																	
Expenditure Types & Functional Support	Various cases, requiring a range of expenditures, including both functional programs and enabling support.																																																	
Capability or Result Achieved	Adjusting budgets and ongoing planning for projected in-year net position, as well as multi-year budgeting.																																																	

Assurance: Budget adjustments and projected in-year net positions were developed via financial situation reports and management letters from Regional Directors General, Business Line and Internal Services Vice Presidents. Review and support was undertaken by both client Financial Management Advisors and the Budget and Reporting Division. Resource Management Directorate, FCMB supports the recommendations to FIMC for approval.



CFO's Summary of Q3 Position

The forecast \$317M lapse is larger than previous years (2020 = \$288M, 2019 = \$201M). With a one-year appropriation we could have lost \$166M (52%) of this funding.

COVID has a significant impact on A Base, mainly in the Regions with a \$48M reduction in overtime, leading to a forecast Regional \$64M net lapse.

\$109M of the lapse (34%) is ring-fenced in Special Purpose Allotments (e.g. e-Manifest) and TB Funded Projects.

\$106M of the lapse (33%) is carried forward for Asylum. This amount will be added to the \$149M budget in 2021/22, which results in a massive \$255M to spend next year.

\$61M of the lapse (19%) needs to be set aside for known liabilities (\$26M CARM contingency, \$20M for the Classification settlement, \$15M for the Vote 5 budget).

\$7M of the lapse (2%) has already been lost as a result of lower than expected Vote Netted Revenue, due to the pandemic (e.g. Nexus fees).

\$53M (17%) of the lapse is proposed to be carried forward, for a range of programs and projects (listed in Q2 and this Q3 FSR).

Taking into account all of these ear-marked funds, means that the FIMC Reserve has a forecast \$87m deficit for next year.

Added to this is the existing \$76.8M of over-programming in the 2021-22 multi-year budgets, which is usually the first call for any carried forward lapse.

Q3 forecasts tend to be optimistic (2020 and 2019 year ends both identified an increase in the lapse of between \$35M and \$45M), but this still means that the FIMC Reserve is likely to remain in deficit at the start of 2021/22, and so everyone will need to live within their current budget allocations for next year.



Financial Situation Summary

2020-21 surplus at year-end \$317.2M

Branch / Region forecasts indicate an overall surplus at year end which is supported by FCMB analysis

Vote 1 surplus at year-end \$238.2M, based on a forecasted surplus of \$142.0M salary and a surplus of \$96.3M non-salary

- Risk under 1-year appropriation \$137.1M (1-Year risk)
- Breakdown by Major Expenditure Category
 1. Operational Base (p.13): projected surplus at YE \$180.5M; 10.6% of adj. budget, 1-Year risk \$95.2M
 2. Projects (p.14): projected surplus at YE \$59.8M; 41.1% of adj. budget, 1-Year risk \$52.6M
 3. Controlled Funds incl. Corporate Accounts (p.15): projected deficit at YE \$2.0M; 1.2% of adj. budget

Vote 5 surplus at year-end \$79.0M, based on a forecasted surplus of \$7.6M salary and a surplus of \$71.4M non-salary

- Risk under 1-year appropriation \$29.3M
- Breakdown by Major Expenditure Category
 1. Operational Base (p.13): projected surplus at YE \$27.1M; 87.3% of adj. budget, 1-Year risk \$20.9M
 2. Projects (p.14): projected surplus at YE \$44.4M; 26.3% of adj. budget, 1-Year risk \$10.6M
 3. Controlled Funds (p.15): projected surplus at YE \$7.5M; 15.5% of adj. budget

Based on the Q3 Net Position (p.9), and available funding after all decisions since Q2, the FIMC Reserve is in an overall deficit position (p.65)

- Vote 1 \$93.8M deficit
- Vote 5 \$7.0M surplus

What does this mean?

The Agency will surplus in excess of \$317M, this funding is primarily related to projects and initiatives, and will be pushed to future years where the 2-year appropriation is no longer available. While this represents a decrease over the Q2 position which was a surplus of \$355M, historical performance in 18-19 and 19-20 shows Q3 surplus decreases over Q2, while the year end surplus exceeds the amount forecasted in Q3. 2018-19: Q2 \$234M; Q3 \$166M; YE(Q4) \$201M. 2019-20: Q2 255M; Q3 \$242M; YE(Q4) \$288M.

In contrast the negative balance in the FIMC Reserve has continued to increase. In previous years the balance would be positive and used to fund 1-year investments in the IBP, as well as the following year's over delegation. The Agency is not at risk of exceeding it's voted appropriations, however to fund the FIMC reserve deficit it was agreed at Q2 that if insufficient base funding was available at year end B-Base initiatives and projects would need to fund this deficit. While, progress continues on integrated business planning this deck while highlighting the current position will also suggest ground rules to manage financial performance in 2021-22.



Q2 updates and Q3 Decisions

At Q2 FIMC agreed to a number of measures to mitigate financial risks going into 2021-22:

- ✓ Unallocated budgets have been delegated and all 2021-22 B-Base budgets must be delegated by April 1;
- ✓ Progress is being made to ensure B-Base project and initiative budgets are correctly profiled, however there is still a significant \$241M proposed carry forwards into 2021-22 (including TB funded projects);
- ✓ Integrated business plans are being rationalized with national planning assumptions; and
- ✓ HRB and FCMB are collaborating on staffing plan guidance to be issued in advance of April 1, 2021 to provide guidance to managers in forecasting reasonable start dates.

At Q3 it is requested that FIMC approve identified funding, carry forward, and transfer requests as described in the Resourcing Strategy section of this presentation with the caveat that FIMC continue to recognize:

- In order to offset the deficit in the FIMC reserve additional surpluses will be required in Operational Base, Project, and/or initiative funding (B-Base) as an offset;
- Should additional surplus not materialize by year-end, final carry forward considerations will require prioritization and B-Base activities risk loss of funds.

Finally it is recommended that FIMC consider the standard operating procedures likely to be in place for financial reporting under a 1-year appropriation as it reviews the Q3 FSR for 2020-21



FSR Standard Operating Procedures for 2021-22

The level of challenge exercised by FIMC on items not falling within the operating (5%) and capital (20%) carry forward limits will undoubtedly change in 2021-22.

While these are new to CBSA in many respects, these are standard operating procedure in most departments. These changes are being highlighted today, but will be discussed, decided on and communicated further through FIMC where required and through updates to financial guidance.

- ***Only the FIMC reserve will exist:*** current practice is not to take back all funding declared as surplus, in order to permit OPI carry forwards which are currently are not limited
 - Only funding to be taken by the FIMC reserve will be funding which can be reallocated.
- ***Surplus funding at year end is lost by default:*** any funding not re-profiled (**July 2021**) which is then lapsed is not guaranteed back to anyone regardless of whether it is base, project or initiative
- ***FIMC members at year end will have to make the case for access to the limited carry forward:*** funds which are not re-profiled through TBS, and are not returned to FIMC for reallocation remain with the OPI. At year end an exercise will need to be conducted to decide which of these should be allowed to use the limited flexibility of the carry forward
- ***To eliminate delays in allocating budgets, costing templates for TB submissions must include detailed financial coding (Cost Centre) for all direct costs to facilitate an expedient allocation.*** Internal Services costs (indirect costs) will be automatically allocated to the FIMC reserve, while funding for custodial, material management and uniform costs etc will be allocated to the relevant controlled funds. Contingency balances, which are released by TB, will be allocated 20% to the OPI with 80% being held back in a ring-fenced section of the FIMC Reserve for allocation as required.
 - OPIs are required to maintain/adjust costing templates for the life of the project initiative. As project plans change costing templates should be updated to reflect the most current plan. This will be the first source of budgets and be leveraged for planning purposes. **TFAs are not a requirement of Resource Management or to delegate budget, and are only recommended for use for project and task planning and management.**
 - It is acceptable for this detail to be lacking when a Treasury Board submission timeline necessitates it, however by the time a decision record is received from TBS, an updated costing must be available.
- ***To eliminate delays in budget transfers, all proposed transfers in the quarterly financial situation reporting to FIMC will require the completed budget transfer templates.***



Agency Summary Portfolio Dashboard Financial Situation

Portfolio	Program Inventory		2020-21 Financial Situation (In Millions)									
			Vote 1					Vote 5				
	PI	PI Name	Budget	Forecasted Expenditures	Net Position	Net Position as % of Budget	Lapse at Risk V1	Budget	Forecasted Expenditures	Net Position	Net Position as % of Budget	Lapse at Risk V5
I&E Border Management	10100	Targeting	82.3	67.3	14.9	18.1%	10.8	0.0	0.0	-0.0	-3068.2%	0.0
	10200	Intel. Collec. & Analysis	105.2	74.0	31.2	29.7%	26.0	0.9	0.0	0.9	100.0%	0.7
	10300	Security Screening	12.1	11.2	1.0	8.1%	0.4	0.0	0.0	0.0	0.0%	0.0
	Total		199.6	152.5	47.1	23.6%	37.1	0.9	0.0	0.9	96.0%	0.7
I&E Border Enforcement	20100	Immigration Investi.	89.9	59.2	30.7	34.1%	26.2	0.0	0.0	0.0	100.0%	0.0
	20200	Detentions	80.2	62.6	17.6	21.9%	13.6	0.6	0.0	0.5	97.2%	0.4
	20300	Hearings	40.1	35.1	5.0	12.5%	3.0	0.0	0.0	0.0	0.0%	0.0
	20400	Removals	66.6	30.6	36.0	54.0%	32.6	0.0	0.0	0.0	0.0%	0.0
	20500	Criminal Investigations	32.9	33.4	-0.4	-1.4%	0.0	0.1	0.4	-0.3	-234.7%	0.0
	Total		309.7	220.9	88.8	28.7%	73.3	0.7	0.4	0.3	43.5%	0.2
Traveller	10400	Travel, Facil. & Compli.	523.3	440.7	82.6	15.8%	56.4	26.6	17.6	9.1	34.0%	3.7
	10700	Trusted Traveller	18.1	16.3	1.8	10.0%	0.9	0.7	0.6	0.1	18.9%	0.0
	Total		541.5	457.1	84.4	15.6%	57.3	27.3	18.1	9.2	33.6%	3.7
Commercial & Trade	10500	Comm.-Trade Facil. & Comp	358.2	325.8	32.4	9.1%	14.5	84.1	55.8	28.3	33.6%	11.4
	10600	Anti-Dumping & Counterv.	10.8	7.4	3.3	31.1%	2.8	0.0	0.0	0.0	0.0%	0.0
	10800	Trusted Trader	10.4	8.2	2.2	21.0%	1.7	2.6	1.5	1.1	41.8%	0.6
	Total		379.4	341.4	38.0	10.0%	19.0	86.6	57.3	29.3	33.8%	12.0
Finance and Corporate Management	10900	Recourse	19.5	16.0	3.4	17.7%	2.5	0.0	0.0	0.0	0.0%	0.0
	11100	Buildings and Equipment	100.1	92.4	7.7	7.7%	2.7	89.7	75.3	14.4	16.0%	0.0
	30500	Financial Management	38.8	33.9	5.0	12.8%	3.0	3.2	1.9	1.3	40.0%	0.6
	30800	Real Property Management	29.1	23.6	5.5	18.8%	4.0	0.0	0.0	0.0	0.0%	0.0
	30900	Material Management	4.9	8.8	-3.9	-78.3%	0.0	5.7	5.7	-0.0	-0.0%	0.0
	31000	Acquisition Management	6.3	6.3	0.1	1.0%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		198.7	180.9	17.8	9.0%	7.9	98.6	82.9	15.7	15.9%	0.0
Human Resources	11000	Force Generation	72.4	50.4	22.0	30.3%	18.4	1.4	0.0	1.4	100.0%	1.1
	30400	Human Resources Mngt.	54.2	62.5	-8.3	-15.3%	0.0	1.2	1.5	-0.3	-20.3%	0.0
	Total		126.6	113.0	13.7	10.8%	7.3	2.6	1.5	1.1	43.2%	0.6
Information Science and Technology	11200	Field Technology Support	36.0	35.4	0.6	1.8%	0.0	21.5	6.6	14.9	69.5%	10.6
	30600	Information Management	20.9	19.0	1.9	8.9%	0.8	0.0	0.0	0.0	0.0%	0.0
	30700	Information Technology	135.6	153.0	-17.4	-12.8%	0.0	2.4	2.4	-0.0	-0.5%	0.0
	Total		192.5	207.4	-14.9	-7.7%	0.0	23.9	9.0	14.9	62.3%	10.1
Legal Services	30300	Legal Services	16.3	14.8	1.5	9.2%	0.7	0.0	0.0	0.0	0.0%	0.0
	Total		16.3	14.8	1.5	9.2%	0.7	0.0	0.0	0.0	0.0%	0.0
Strategic Policy	30200	Communications Services	12.5	12.5	-0.0	-0.0%	0.0	0.0	0.0	0.0	0.0%	0.0
	Total		12.5	12.5	-0.0	-0.0%	0.0	0.0	0.0	0.0	0.0%	0.0
Management and Oversight	30100	Management and Oversight	89.2	85.1	4.1	4.6%	0.0	0.0	0.0	0.0	100.0%	0.0
	Total		89.2	85.1	4.1	4.6%	0.0	0.0	0.0	0.0	100.0%	0.0
EBP Conversion and FIMC Reserve	99999	EBP Conversion	-34.5	0.0	-34.5	100.0%	0.0	0.5	0.0	0.5	100.0%	0.4
	99999	FIMC Reserve	-7.8	0.0	-7.8	100.0%	0.0	7.1	0.0	7.1	100.0%	5.7
	Total		-42.3	0.0	-42.3	100.0%	0.0	7.6	0.0	7.6	100.0%	6.1
Grand Total			2,023.8	1,785.5	238.2	11.8%	137.1	248.3	169.3	79.0	31.8%	29.3

FCMB Assurance: The above table combines all Major Expenditure Categories, summarizes them by Program Inventory (PI) and Internal Service (IS), and groups these by the Branches responsible for each. The position represented in this table is reflective of how the surplus of \$317M would appear at year end.



Resourcing Strategy

Detailed Breakdown



2020-21 Resourcing Strategy

Resourcing Strategy (In Millions)	Vote 1					Vote 5				
	Salary	Non Salary	Vote 1	Net position as % of Budget	Lapse at Risk	Capital Salary	Capital	Vote 5	Net position as % of Budget	Lapse at Risk
Regular Base (p.13)	76.9	-39.8	37.1	3%		0.0	13.4	13.5	95%	10.6
Initiatives (p.13)	47.6	95.8	143.3	50%	129.1	0.2	13.5	13.6	81%	10.2
Projects - TB Funded (p.14)	16.5	41.7	58.2	58%	53.2	5.9	27.8	33.6	23%	4.5
Projects - Internally Funded (p.14)	1.0	0.6	1.6	4%		1.6	9.3	10.8	46%	6.1
Controlled Funds (p.15)	-0.0	-2.3	-2.3	-1%			7.5	7.5	16%	
Corporate Account (p.15)		0.3	0.3	2%						
Net Position (Adjusted)	142.0	96.3	238.2	11.8%	137.1	7.6	71.4	79.0	41.8%	29.3
Earmarked:										
VNR Budget Reduction ^{FIMC Reserve}		7.0	7.0							
eManifest ^{SPA}	16.4	4.5	20.9							
Security Certificate Division ^{9 SPA}	0.1	0.0	0.1							
SPA under review	4.0		4.0							
Trade Fraud and Trade Money Laundering ^{SPA}		0.1	0.1							
Innovation Solutions Canada ^{SPB, SPA} - 20-21 Initial Budget Allocation		0.9	0.9							
MOU with TBS for SAP ^{4 FCMB}		1.1	1.1							
TB Funded Project Development ^{1,2 (p.59)}	16.2	35.3	51.5			5.7	25.6	31.3		
North Portal vote Transfer							5.0	5.0		
Base for CARM ²		26.0	26.0							
2021-22 Financial Requirements							10.0	10.0		
Settlement	20.0		20.0							
Carry-forward Requests ^{Approved in Principle (p.60)}	24.6	89.7	114.3			0.1	1.3	1.4		
Total Earmarked (p.56)	81.2	164.5	245.8			5.8	41.9	47.7		
Adjusted Net Position After Earmarks	60.7	-68.3	-7.5			1.8	29.5	31.3		
Carry-forwards Requests ^{Seeking Approval in Principle (p.60)}	9.2	10.3	19.4			1.2	22.0	23.2		
Final Position	51.6	-78.5	-27.0			0.6	7.4	8.1		

¹ Includes CARM maintenance (SPA)

² CARM will have vote conversion requirements in 2021-22

Funding Requests (In Millions)							
Item	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5	Major Expenditure Category
Wellness ^{HRB}		3.5	3.5				Regular Base
NICE ^{HRB}		2.0	2.0				Regular Base
Anti-Racism ^{HRB}		0.3	0.3				Regular Base
Pay Modernization - Phoenix maintenance ^{HRB}		0.1	0.1				Internally funded projects
SAP S/4 - Ariba ^{FCMB*}		0.4	0.4				Internally funded projects
Postal Modernization Initiative ^{CTB*}				0.5		0.5	TB funded projects
Total Requests		6.3	6.3	0.5		0.5	

Vote 1 Anticipated Lapse \$238.2M primarily relates to:

- \$143.3M – Initiatives (excluding Projects) (refer to p.48-50) :
 - \$101.1M Asylum / Irregular Migration (AIM)
 - \$20.9M eManifest (includes \$12.7M 19-20 C/F SPA)
 - \$4.3M Efficiency and Modernization Program
 - \$3.6M Guns and Gangs
 - \$3.3M Opioid / Fentanyl
 - \$3.0M Enterprise Data Analytics
- \$59.8M Projects (refer to p.52) :
 - \$58.2M TB Funded Projects:
 - \$35.8M Development primarily:
 - \$13.9M CARM; \$8.2M ICSI (MCEF); \$5.8M Biometrics Expansion; \$4.9M Entry Exit; \$2.9M Asylum Interoperability Project (AIP)
 - \$22.4M Maintenance
 - \$21.5M CARM; \$1.9M ICSI (MCEF); -\$2.1M Entry/Exit
 - \$1.6M Internally Funded Projects
- \$37.1M Regular Base primarily related to regions
- \$2.3M deficit Controlled Funds - primarily related to the Personal Protection equipment controlled fund

Unallocated projects (end of Q3): \$11.3M (refer to p.54) – allocated addressed during Q4

Vote 5 Final Net Position \$8.1M primarily relates to Detection Technology & Lab Controlled fund surplus

Ongoing Monitoring

- Traveller and FCMB Branches are currently monitoring operational requirements and costs associated with the Coronavirus outbreak.
 - No incremental funding has been provided to the Agency.
 - Cumulative expenditures from inception (February 2020) to the end of Q3 for the COVID-19 response are \$65.7M (excluding EBP \$12.2M)

Decision Item 1: Approve in principle – carry-forward requests – V1 \$19.4M, V5 \$23.2M (refer to p.60).

Decision Item 2: For discussion and approval – in-year funding requests – V1 \$6.3M, V5 \$0.5M.



Budget adjustments

Item		Branch	Program Inventory/PI Portfolio	Vote 1			Temporary (in-year)	Permanent
				Salary	Non Salary	Total		
Program Inventory Realignment								
1	FCMB Base PI transfer for LBCP	FCMB	Commerical		-16,500	-16,500	X	
			Buildings & Equipment		16,500	16,500		
2	CRA MOU Controlled Fund	ISTB	Information Technology		-7,288,295	-7,288,295	X	
			Financial Management		7,288,295	7,288,295		
3	FMM Realignment	HRB	Commercial Trade Facilitation & Compliance	-293,400	-1,500	-294,900		X
			Force Generation	293,400	1,500	294,900		
Transfers Across Branches/Regions								
4	African Swine Fever vehicle fit-up (H00008)	GTA	Travellers Facilitation & Compliance		-220,000	-220,000	X	
			Commercial Trade Facilitation & Compliance		-40,000	-40,000		
		QUE	Travellers Facilitation & Compliance		-20,000	-20,000		
			Commercial Trade Facilitation & Compliance		-40,000	-40,000		
		PAC	Travellers Facilitation & Compliance		-120,000	-120,000		
			Commercial Trade Facilitation & Compliance		-40,000	-40,000		
		FCMB	Travellers Facilitation & Compliance		360,000	360,000		
			Commercial Trade Facilitation & Compliance		120,000	120,000		
Transfer to/from FIMC Reserve								
5	Cargo Preclearance (C00037) ^{CTB}	CTB	Commercial Trade Facilitation & Compliance		-208,492	-208,492	X	
		Project Reserve	Commercial Trade Facilitation & Compliance	-23,615	-31,882	-55,497		
		FIMC Reserve	FIMC Reserve	23,615	240,374	263,989		
6	MCEF (C00020) ^{CTB}	Project Reserve	Commercial Trade Facilitation & Compliance		-44,000	-44,000	X	
		FIMC Reserve	FIMC Reserve		44,000	44,000		
7	FAST (C00037) ^{CTB}	Project Reserve	Trusted Trader		-3,000	-3,000	X	
		FIMC Reserve	FIMC Reserve		3,000	3,000		
8	Base Funding	Legal	Legal Services		-900,000	-900,000	X	
		FIMC Reserve	FIMC Reserve		900,000	900,000		
9	Biometric Expansion (C00032) ^{Travellers}	Project Reserve	Traveller Facilitation & Compliance	-539,102	-5,306,277	-5,845,379	X	
		FIMC Reserve	FIMC Reserve	539,102	5,306,277	5,845,379		
10	Nationalization of IT/IM	QUE	Information Technology	38,600		38,600		X
		QUE	Commercial Trade Facilitation & Compliance	28,600				
		FIMC Reserve	FIMC Reserve	-67,200		-67,200		



Budget adjustments

Item		Branch	Program Inventory/PI Portfolio	Vote 1			Temporary (in-year)	Permanent
				Salary	Non Salary	Total		
Transfer Between Base and Funded Programs								
11	Modularis Facility Pilot Project (Base to C00051)	FCMB	Buildings & Equipment		-2,635,000	-2,635,000	X	
			Buildings & Equipment		2,635,000	2,635,000		
12	Accelerated Radio Deployment Program (Base to C00073)	ISTB	Field Technology Support	-836,485	-1,216,385	-2,052,870	X	
			Field Technology Support	836,485	1,216,385	2,052,870		
13	Enhanced Clearing Services Surplus/PPE CF Pressure (Base to I00002)	FCMB	Buildings & Equipment		-2,400,000	-2,400,000	X	
			Buildings & Equipment		2,400,000	2,400,000		
Transfer Between Funded Programs								
14	POE CF (H00501) to Federal Contaminated Sites (H00010)	FCMB	Buildings & Equipment		-65,848	-65,848	X	
			Buildings & Equipment		65,848	65,848		
15	MDM (C00045) to GC Case (C00070)	ISTB	Travellers Facilitation & Compliance		-592,660	-592,660	X	
			Information Technology		592,660	592,660		

Item		Branch	Program Inventory/ PI Portfolio	Vote 5			Temporary (in-year)	Permanent
				Capital Salary	Capital	Total		
Program Inventory Realignment								
16	Guns & Gangs	CTB	Field Technology Support		-1,218,000	-1,218,000	X	
			Buildings & Equipment		1,218,000	1,218,000		
Transfer to/from FIMC Reserve								
17	Detection Technology Controlled Fund Surplus (H00505)	ISTB	Field Technology Support		-10,141,000	-10,141,000	X	
		FIMC Reserve	FIMC Reserve		10,141,000	10,141,000		
18	Biometric Expansion (C00032) ^{Travellers}	Project Reserve	Traveller Facilitation & Compliance	-108,081	-2,063,455	-2,171,536	X	
		FIMC Reserve	FIMC Reserve	108,081	2,063,455	2,171,536		
19	FAST (C00037) ^{CTB}	Project Reserve	Travellers Facilitation & Compliance		-105,000	-105,000	X	
		FIMC Reserve	FIMC Reserve		105,000	105,000		

Decision Item 3: Approve budget adjustments, temporary and permanent (p.10-11).



Major Expenditure Categories (MEC)

Detailed Breakdown



Major Expenditure Category 1 – Operational Base Net Position

Branch/Initiative	OPI Branch	WBS	Vote 1 (In Millions)						Vote 5 (In Millions)						
			Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		
							\$	%					\$	%	
Regular Base															
President's Office			1.7	1.6	0.1	5.5%	0.0	0.5%							
Audit & Evaluation			6.3	6.3	0.1	0.8%									
Legal			15.7	14.8	0.9	5.7%	0.1	0.7%							
CARM Branch			0.1	0.1	0.0	17.4%	0.0	12.4%							
Finance & Corporate Management Branch			102.4	90.6	11.8	11.6%	6.7	6.6%							
Human Resources Branch			96.1	103.3	-7.2	-7.5%			1.4		1.4	100.0%	1.1	80.0%	
Strategic Policy Branch			56.1	55.4	0.8	1.3%			0.0		0.0	100.0%	0.0	80.0%	
Information, Science & Technology Branch			96.6	103.8	-7.2	-7.4%				0.3	-0.3				
Chief Transformation Officer Branch			6.8	6.7	0.1	1.2%									
Travellers Branch			30.7	31.1	-0.4	-1.2%				0.0	-0.0				
Commercial and Trade Branch			42.8	40.4	2.5	5.7%	0.3	0.7%							
Intelligence & Enforcement Branch			55.8	54.2	1.6	2.9%			0.2	0.4	-0.2	-153.2%			
Atlantic Region			65.3	64.6	0.7	1.1%									
Quebec Region			185.8	169.2	16.7	9.0%	7.4	4.0%							
Northern Ontario Region			56.8	55.6	1.2	2.1%									
Greater Toronto Area Region			219.6	195.4	24.2	11.0%	13.2	6.0%							
Southern Ontario Region			136.2	131.4	4.8	3.5%									
Prairie Region			107.4	101.0	6.4	6.0%	1.1	1.0%							
Pacific Region			166.5	156.8	9.7	5.8%	1.4	0.8%							
Reserve - EBP			-34.5		-34.5	100.0%			0.5		0.5	100.0%	0.4	80.0%	
Reserve - FIMC ⁽¹⁾			-7.8		-7.8	100.0%			7.1		7.1	100.0%	5.7	80.0%	
Reserve - Earmarked ⁽¹⁾⁽²⁾			12.6		12.6	100.0%	12.0	95.0%	5.0		5.0	100.0%	4.0	80.0%	
Subtotal - Regular Base			1,419.2	1,382.1	37.1	2.6%			14.1	0.7	13.5	95.4%	10.6	75.4%	
Initiative															
African Swine Fever	CTB	H-00008	7.1	3.6	3.5	49.0%	3.1	44.0%							
Alternatives to Detention	IEB	C-00054	8.3	7.6	0.7	8.4%	0.3	3.4%							
E-Commerce Risk Assessment-Postal & LVS	CTB	C-00067	7.1	6.6	0.6	7.8%	0.2	2.8%		0.0	-0.0				
Efficiency and Modernization Program	FCMB	H-00009	7.1	2.8	4.3	60.1%	3.9	55.1%							
eManifest	CTB	C-00016	81.6	60.7	20.9	25.6%	16.8	20.6%							
Enterprise Data Analytics	SPB	C-00047	14.2	11.1	3.0	21.5%	2.3	16.5%							
Federal Contaminated Sites Action Plan*	FCMB	H-00010	0.4	0.3	0.1	16.9%	0.0	11.9%							
Guns and Gangs*	CTB	H-00006	5.6	2.1	3.6	63.3%	3.3	58.3%	8.0	1.4	6.7	83.1%	5.1	63.1%	
Human Trafficking*	IEB	H-00012	1.2	0.6	0.6	51.8%	0.6	46.8%							
Immigration Consultants (IC)	IEB	I-00003	1.4	0.1	1.3	92.6%	1.2	87.6%							
Innovation Solutions Canada	CTO	H-00011	0.4	0.4											
Irregular Migration & Incremental Asylum	IEB	I-00001	137.3	36.3	101.1	73.6%	94.2	68.6%	6.3	0.3	6.1	96.0%	4.8	76.0%	
Opioid / Fentanyl*	CTB	C-00048	6.6	3.1	3.5	53.2%	3.2	48.2%	2.6	1.7	0.9	34.7%	0.4	14.7%	
Security Certificate Division 9	IEB	H-00003	2.9	2.8	0.1	4.4%									
Strengthening DDP/DRP Program	CTB	H-00007	2.5	2.4	0.1	3.3%									
Trade Base Money Laundering	IEB	H-00509	1.4	1.4	0.1	3.9%									
Subtotal - Initiative			285.1	141.8	143.3	50.3%	129.1	45.3%	16.9	3.3	13.6	80.5%	10.2	60.5%	
Total - Operational Base			1,704.3	1,523.9	180.5	10.6%	95.2	5.6%	31.0	3.9	27.1	87.3%	20.9	67.3%	

⁽¹⁾ Reserve includes anticipated adjustments

⁽²⁾ In addition to the \$12.6M of earmarked item_regular base in reserve, there is additional \$3.6M of earmarked item for initiatives/projects (right Touch processing, etc.) in Reserve account as well, which brings the total of the "Reserve-Earmarked Items" to \$16.2M

* Horizontal Initiatives

Refer to p. 47-51 and 61-62 for further details



Major Expenditure Category 2 – Projects Net Position

Project	OPI Branch	WBS	Current Project Phase	Vote 1						Vote 5					
				Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	
								\$	%					\$	%
Projects - TB Funded															
All Weather Facility*	FCMB	C-00068	5	0.3	0.3	0.0	1.1%			5.7	5.6	0.2	3.0%		
Asylum Interoperability Project (AIP)	IEB	C-00071	N/A	6.9	4.0	2.9	41.4%	2.5	36.4%						
Biometrics Expansion	ISTB	C-00032	Completed	9.5	3.7	5.8	61.1%	5.3	56.1%	2.3		2.3	100.0%	1.8	80.0%
BTB - Lacolle Traveller	FCMB	C-00007	N/A	0.0		0.0	100.0%	0.0	95.0%						
BTB - North Portal	FCMB	C-00006	5		0.4	-0.4				6.4	7.0	-0.5	-7.9%		
CARM	CARM	C-00015	5	42.3	6.8	35.4	83.8%	33.3	78.8%	75.0	50.4	24.6	32.8%	9.6	12.8%
Entry-Exit	Travellers	C-00027	5	10.3	7.5	2.9	27.7%	2.4	22.7%	2.3	3.8	-1.5	-63.5%		
Gordie Howe International Bridge POE	FCMB	C-00043	4	1.2	0.9	0.3	24.9%	0.2	19.9%						
ICSI - Marine Container Examination	CTB	C-00020	5	14.4	4.3	10.1	70.5%	9.4	65.5%	5.2	0.1	5.1	98.6%	4.1	78.6%
Integrated Staffing Solution (ISS)	HRB	C-00061	N/A	0.4	0.4	0.1	17.3%	0.1	12.3%	1.2	1.5	-0.3	-20.3%		
Interactive Advance Passenger Information	Travellers	C-00018	Completed	3.7	3.7	-0.0	-0.2%			0.0	0.0	0.0	0.0%		
Passenger Protect Program	Travellers	C-00056	5	0.7	0.7	0.0	5.6%	0.0	0.6%	9.2	9.2	-0.0	-0.3%		
POEMS (Port of Entry Management System)	CTB	C-00062	6	0.2	0.3	-0.2	-117.3%								
Postal Modernization Initiative (PMI)	CTB	C-00013	5	1.6	1.5	0.1	8.1%	0.0	3.1%	2.0	2.5	-0.5	-26.2%		
RFID Initiative	Travellers	C-00026	Completed	0.2	0.2	0.0	18.0%	0.0	13.0%						
Strengthening the National Immigration Detention Framework	IEB	C-00044	N/A	7.7	6.6	1.1	14.2%	0.7	9.2%	35.3	31.6	3.7	10.4%		
Traveller Processing Modernization	Travellers	C-00060	N/A												
Trusted Trader - FAST	CTB	C-00037	5	1.2	1.2	-0.0	-1.2%			0.8	0.2	0.5	68.4%	0.4	48.4%
Subtotal - TB Funded Projects				100.6	42.4	58.2	57.8%	53.2	52.8%	145.5	111.9	33.6	23.1%	4.5	3.1%
Projects - Internally Funded															
Accelerated Radio Deployment Program	ISTB	C-00073	N/A	7.7	9.6	-1.9	-24.7%			1.3	1.0	0.3	21.5%	0.0	1.5%
Canadian Export Reporting System	CTB	C-00046	5	3.8	3.8	0.0	0.1%			1.7	1.4	0.3	15.5%		
Cargo Preclearance	CTB	C-00076	2	1.0	0.7	0.3	26.3%			0.0		0.0	100.0%		
Chain of Trust - Advance Traveller Information	Travellers	C-00069	4	1.4	1.7	-0.3	-20.6%			0.5	0.9	-0.4	-99.2%		
Dynamic Risking	Travellers	C-00065	4	6.0	3.0	3.0	50.3%	2.7	45.3%	0.2	0.2				
Enterprise Case Management Solution	ISTB	C-00070	4	0.8	1.4	-0.6	-73.2%			2.1	2.1	-0.0	-0.3%		
ERASS 2	ISTB	C-00053	Completed	0.5	0.5	0.0	6.6%	0.0	1.6%						
Land Border Crossing Project	FCMB	C-00051	N/A	4.8	7.1	-2.3	-49.2%								
Master Data Management	ISTB	C-00045	Completed	5.1	4.3	0.8	16.1%	0.6	11.1%						
Mobile Border	Travellers	C-00072	4	1.0	0.6	0.4	40.5%	0.4	35.5%	2.7	2.2	0.5	19.0%		
National Application Realization to Traveller Applications – S/O/R & PAXIS	ISTB	C-00057	N/A												
Next Handheld Device	Travellers	C-00064	5	1.9	1.6	0.3	16.5%	0.2	11.5%	1.0	1.1	-0.1	-9.1%		
Nexus Modernization	Travellers	C-00066	5	0.4	0.2	0.3	59.9%	0.2	54.9%	0.7	0.6	0.1	18.9%		
Pay Modernization	HRB	C-00003	Completed	0.8	0.6	0.3	32.6%	0.2	27.6%						
Planning Budgeting and Forecasting	FCMB	C-00022	5							0.4	0.4	-0.0	-0.1%		
Primary Inspection Kiosk 1.0	Travellers	C-00033	Completed	1.7	1.7	0.0	0.5%								
Right Touch Processing - Air	Travellers	C-00077	2	1.2	1.7	-0.5	-42.0%			1.3	0.1	1.2	93.1%	1.0	73.1%
Right Touch Processing - Land	Travellers	C-00075	2	1.6	1.3	0.4	22.5%	0.3	17.5%	6.9		6.9	100.0%	5.5	80.0%
SAP S/4 - Ariba	FCMB	C-00078	2	0.8	1.2	-0.4	-46.1%			2.8	1.6	1.3	45.4%	0.7	25.4%
Secure Corridor Concept	CTB	C-00049	N/A	0.2	0.0	0.2	95.6%	0.2	90.6%	1.8	1.2	0.6	30.6%	0.2	10.6%
Service Oriented Architecture	ISTB	C-00055	Completed	2.8	2.4	0.4	12.8%	0.2	7.8%						
Travellers Preclearance	Travellers	C-00074	2	1.3	0.0	1.3	97.3%	1.2	92.3%	0.3		0.3	100.0%	0.2	80.0%
Subtotal - Internally Funded Projects				45.0	43.4	1.6	3.6%			23.7	12.8	10.8	45.8%	6.1	25.8%
Total - Projects				145.7	85.8	59.8	41.1%	52.6	36.1%	169.2	124.8	44.4	26.3%	10.6	6.3%

* Horizontal Initiatives

Refer to p. 52-54 for further details



Major Expenditure Category 3 - Controlled Funds Net Position

Controlled Fund/Corporate Account	OPI Branch	WBS	Vote 1 (In Millions)						Vote 5 (In Millions)					
			Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	
							\$	%					\$	%
Controlled Fund														
Closed Circuit Television Mgmt (CCTV)	FCMB	H-00510	1.8	2.0	-0.2	-9.9%			4.2	4.7	-0.5	-11.7%		
CRA Regional Serv.MOU Controlled Fund	ISTB	H-00502	27.0	27.0										
Defensive Equipment CF	HRB	H-00507	3.1	2.4	0.7	22.5%	0.5	17.5%						
Detection Technology & Lab CF	ISTB	H-00505	7.3	7.1	0.2	3.3%			14.7	4.4	10.3	70.3%	7.4	50.3%
Fleet Controlled Fund	FCMB	H-00500	1.4	1.7	-0.3	-23.0%			5.7	5.7	-0.0	-0.0%		
Imm. Refugees & Citizenship Canada - CF	ISTB	H-00512	8.2	8.1	0.1	1.2%								
IT Asset Lifecycle Controlled Fund	ISTB	H-00504	8.8	8.8					0.3	0.1	0.2	67.2%	0.2	47.2%
Personal Protection Equipment Fund	FCMB	I-00002	5.4	7.9	-2.5	-46.8%			1.9	1.5	0.4	18.6%		
POE Infrastructure Controlled Fund	FCMB	H-00501	46.2	47.2	-0.9	-2.0%			21.3	24.2	-2.9	-13.8%		
Public Services and Procurement Canada (PSPC) - Controlled Fund	ISTB	H-00514	2.0	2.0										
Radio Controlled Fund	ISTB	H-00506	5.2	4.9	0.2	4.6%								
Shared Infrastructure Platform (SIP)	ISTB	H-00503	23.4	23.4										
Shared Services Canada - Controlled Fund	ISTB	H-00513	11.2	10.8	0.4	3.3%								
Uniform Program	Travellers	H-00511	7.2	7.2										
Subtotal - Controlled Fund			158.3	160.6	-2.3	-1.5%			48.1	40.6	7.5	15.5%		
Corporate Accounts														
PILT	FCMB		4.1	4.7	-0.6	-15.3%								
Public Prosecution Service of Canada (PPSC)	FCMB		5.0	3.9	1.1	22.0%	0.9	17.0%						
Settlement Fund	FCMB		2.0	2.2	-0.2	-10.6%								
Worker's Compensation	HRB		4.4	4.4										
Subtotal - Corporate Account			15.5	15.3	0.3	1.7%								
Grand Total			2,023.8	1,785.5	238.2	11.8%	137.0	6.8%	248.3	169.3	79.0	31.8%	29.3	11.8%

Refer to p. 55-57 for further details



Functional Portfolio Dashboards

Financials, Volumes, and Key Performance Indicators



Functional Portfolio Dashboard – Intelligence and Enforcement (Operational Base)

Program Inventory		Regular Base & Initiatives Financial Situation									Key Metric Volumes													
		2019-20		2020-21							2019-20						2020-21							
		Vote 1	Vote 5	Vote 1			Vote 5																	
PI Name	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Metric	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
Border Management																								
Targeting	62.9		78.0	63.1	14.9	11.0		0.0	-0.0		Commercial Marine Targets issued	20,678	5,192	5,302	5,061	5,123	↗	22,377	16,817	5,445	5,593	5,779		↗
Intelligence Collection & Analysis	74.2	0.1	99.4	69.9	29.4	24.5	0.9		0.9	0.7	IMS cases opened	13,114	3,135	3,593	3,295	3,091	↗	13,114	7,334	2,739	2,275	2,320		↗
											IMS activities count	20,482	4,828	5,394	5,280	4,980	↗	20,482	10,454	3,905	2,762	3,787		↗
Security Screening	11.9		12.1	11.2	1.0	0.4					Number of temporary resident security screenings	46,289	13,580	16,261	9,914	6,534	↗	30,048	4,979	1,109	1,866	2,004		↗
											Number of permanent resident security screenings	18,871	3,340	5,059	5,799	4,673	↗	11,916	6,903	1,742	2,182	2,979		↗
											Number of refugee security screenings	47,333	9,563	12,375	12,508	12,887	↗	44,036	7,843	1,731	2,119	3,993		↗
Total	148.9	0.1	189.5	144.2	45.3	35.8	0.9	0.0	0.9	0.7														
Border Enforcement																								
Immigration Investigations	40.1		89.9	59.2	30.7	26.2	0.04		0.04	0.03	Concluded immigration investigations	24,798	6,547	5,553	5,240	7,458	↗	24,798	64,002	10,868	18,007	#####		↗
Detentions	68.9		77.8	60.5	17.3	13.4					A44 reports written inland	19,763	4,299	5,483	5,146	4,835	↗	19,763	3,665	1,318	1,248	1,099		↗
											Number of detention days (CBSA Facilities)	54,188	14,172	14,493	13,744	11,779	↗	30,675	9,672	2,440	3,345	3,887		↗
											Number of detention days (non-CBSA Facilities)	63,963	16,537	16,335	15,892	15,199	↗	48,402	25,895	8,885	8,598	8,412		↗
Hearings	32.7		40.1	35.1	5.0	3.0					Immigration division	11,600	3,020	2,907	2,986	2,687	↗	11,600	3,368	931	1,081	1,356		↗
											Immigration appeal division	7,297	2,161	1,720	1,848	1,568	↗	7,297	2,283	325	806	1,152		↗
											Refugee protection division	34,876	8,860	8,411	9,021	8,584	↗	34,876	32,529	12,016	11,071	9,442		↗
Removals	46.5		66.6	30.6	36.0	32.6					Refugee appeal division	1,282	293	218	330	441	↗	1,282	156	4	89	63		↗
											Number of Inland Removals	8,829	1,736	1,892	2,301	2,900	↗	8,606	8,676	1,826	2,152	4,698		↗
											Number of Port of Entry Removals	2,689	751	831	625	482	↗	2,684	486	106	172	208		↗
Criminal investigations	33.0		32.9	33.4	-0.4		0.1	0.4	-0.3		Cases opened	436	111	93	124	108	↗	436	248	81	88	79		↗
											Cases referred to the public prosecution service of Canada (PPSC)	177	43	42	46	46	↗	124	58	13	21	24		↗
Total	221.2		307.4	218.8	88.5	73.1	0.2	0.4	-0.2															
Grand Total	370.1	0.1	496.9	363.1	133.8	109.0	1.1	0.4	0.6	0.4														

Note: Operational Base includes Regular Base and Initiatives

Targeting: The surplus is primarily related to the eManifest SPA lapse (including in-year and carry forward from 2019-20). The Agency is currently developing its response to TB conditions to release eManifest funding for 2021-22 and ongoing, at which time there is also an expectation that unspent funding in the SPA will also be addressed

Intelligence Collection and Analysis: The surplus is primarily related to eManifest (\$11.2M) and Irregular Migration (\$9.8M) and Base (\$5.8M). Surpluses across various HQ branches are mainly due to a reduction in international activities as a result of the COVID-19 Pandemic. It is anticipated that a recognized PI miscoding associated with eManifest and Trade Based Money Laundering (TBML) will be corrected before year-end. The Vote 5 surplus is related to Commercial & Trade Branch (CTB) funding for Guns and Gangs, which will be carried forward to fiscal year 2021-22.

Immigration Investigations: The surplus is primarily related to Irregular Migration within the Agency Reserve and the lapse within Quebec region due to prolonged border closures and few asylum seekers being processed.

Detentions: Base surplus \$8.7M is primarily related to a reduction in overall detention days, which is partially linked to COVID-19. In addition, a decrease in expenditures related to the provincial jail per diems as a result from the increased use of ATD and NIDF. There is also \$8.1M surplus IM and \$0.5M ATD that will be recommended as a carry forward to next fiscal.

Removals: Currently in a surplus of \$36M, including \$24.0M for Irregular Migration. Irregular Migration surplus will be recommended as a carry forward into next fiscal year. HQ and Regional Surplus are primarily the result of the COVID-19 pandemic and restrictions placed on international travel and the significant decreased regional volumes for removals, which resulted in a reduction in forecasts for overtime and escorted removal activities.

Intelligence and Enforcement Management Letter Apollo Document Number: !



DRF KPI Q3 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target		Slightly below target		Significantly below target		No data available			
↑ Significant increase (> 5%)		↗ Moderate increase (1% to 5%)		→ Minimal change (< 1%)		↘ Moderate Decrease (1% to 5%)		↓ Significant Decrease (> 5%)			
INTELLIGENCE AND ENFORCEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q3 Comparative Trends			General Comments/Rationale/Program Input
			Q3 Results					Results	Volumes	Spend	
Immigration investigations identify persons inadmissible to Canada.	Imm. Inv.	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada.	66%	95%	27%	55%		↑	→	↑	In 2020, investigations undertook a review of all active immigration warrants, which significantly increased the overall number of investigations concluded. In addition, given that a warrant is only issued for a person who is inadmissible, all of these cases would be against inadmissible persons, which further increases the percentage of inadmissible persons.
CBSA detention decisions are risk-based and detention is used as a measure of last resort.	Detentions	Persons released from detention on Alternatives to Detention as a percentage of all persons detained.**	23.20%	49.2%	26%	10%		↑	↑		The substantial increase in the percentage of the detained population being released to an ATD was due the Covid-19 Public Health Agency of Canada's advice to limit the spread of the virus in congregate settings. In response to the guidance, CBSA issued an Operational Bulletin (OB) on the temporary measures guiding detention decisions, which resulted in releasing individuals, where it was safe to do so, on alternatives to detention.
		Percentage of individuals detained in appropriate facilities based on their assessed risk profile.*	88%	77%	-11%	85%		↓	↓	↑	The majority of low risk individuals were released on alternatives to detention in order to help prevent the spread of the Covid-19 virus in detention facilities. There are some detainees remaining in detention in Provincial facilities with an National Risk Assessment for Detention (NRAD) score of Q-9. When considering only the NRAD score, it appears that these individual should be placed in an Immigration Holding Centre (IHC). However, there are other qualitative factors that affect detention placement such as behavioural or medical factors that cannot be managed within an IHC, inability to transfer between provincial facilities and IHCs due to Covid-19 isolation periods.
CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada.	Hearings	Percentage of admissibility hearings, detention reviews and appeals where the Minister's position is upheld by the Immigration Division and Immigration Appeal Division.*	76%	74%	-2%	70%		→	↓		While the ID continued to conduct detention reviews throughout the pandemic, the ID did not start scheduling admissibility hearings until October 2020. Work was done with the IAD in June 2020 to move to digital hearings which allowed that Division to ramp up work quicker during the pandemic. However, results remain consistent with last fiscal year and are above the target KPI.
		Percentage of refugee hearings where the Minister's position is upheld by the Refugee Protection Division and the Refugee Appeal Division.*	67%	60%	-7%	70%		↓	↓	↑	The RPD used the TFLCC model to meet production capacity over the course of the pandemic with full hearings only restarting in the Fall. However, the CBSA has had only a small number of hearings in these Divisions with over 5k cases still pending hearings. Digital hearings also started in the Fall of 2020 so production should increase in Q4.
Inadmissible persons subject to removal depart from Canada.	Removals	Percentage of high priority foreign nationals removed. (volume indicator)	100%	73%	-27%	80%		↓	↑		Due to airline and country restrictions since the pandemic started in March 2020, removals of high priority cases have decreased compared to same period last fiscal year. As such, the total of the actionable inventory of high priority cases (volume) has increased with 109 cases compared to 56 remaining actionable cases during same period last FY. It is expected that post-pandemic, when CBSA can return to full removal operations, program output will return to pre-pandemic results.
		Percentage of removals with no known impediments.*	58%	73%	15%	80%		↑	→	↓	The increase of R240(3) administrative removals during the pandemic has resulted in an increase of total removals. Since most of these administrative removals are derived from a warrant inventory exercise, the actionable working inventory did not decrease with the augmentation of R240(3) removals. In fact, the actionable inventory (volume) remained stable with 3,504 actionable cases compared to 3,497 case at the end of Q3 last fiscal year. The stabilization of the inventory can be attributed to the decrease in FC, PRRA, and IRB decisions during the pandemic.



DRF KPI Q3 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> 5%)	↗ Moderate increase (1% to 5%)	→ Minimal change (< 1%)	↘ Moderate Decrease (1% to 5%)	↓ Significant Decrease (> 5%)

INTELLIGENCE AND ENFORCEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q3 Comparative Trends			General Comments/Rationale/Program Input
			Q3 Results					Results	Volumes	Spend	
The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians.	Targeting	Percentage of air travellers targeted for examination that led to an intended result.**	24%	9.8%	-14.2%	16%		↓	N/A		The COVID-19 pandemic has drastically reduced air passenger travel and resulted in changes in MOU for contraband smuggling, as OC groups move to mitigate the heightened security and examinations in that mode. This has resulted in a significant decrease in resultant rate. Please note that while volumes in the normal business lines have been reduced, the NTC Targeting Travellers unit has been working with PHAC and TC to provide contact tracing data and monitoring of flights from high risk areas. Unfortunately, there are no KPIs to track the value / results of this work for the CBSA and GOC.
		Percentage of marine and air cargo targeted for examination that led to an intended result.**	0.5%	0.4%	-0.1%	0.5%		↓	↓	↑	Volume reduction in travellers was offset by the need to maintain socially distancing measures in a 24/7 office environment. This lead the NTC to institute EHP days in order to maintain numbers of employees in the office in the acceptable range as outlined by PHAC. Officers were re-allocated to the Commercial operations to offset the reduction in working hours of that staff as a result of the EHP days. Beginning in Q4, two units (Travellers and Air Cargo) have moved to Telework to allow for all employees to work while still maintaining appropriate staffing levels in the facility. Once all IT equipment is available, the Marine and Highway units will follow. ETA is approximately March 2021.
People and businesses that are referred to Crown counsel for prosecution are convicted.	Criminal Inv.	Percentage of prosecutions concluded that result in a conviction.	87%	83%	-4%	80%		↘	↓	↑	Criminal Investigations has experienced an insignificant decrease in our conviction rate, which remains well within the historical trend. Despite initial deceleration in Criminal Investigations regional program activity during the COVID-19 pandemic, most activities have resumed with appropriate protocols in place and following local public health guidelines.

* Indicators that were removed from the 2020-21 DRF

** Indicators that were added to the 2020-21 DRF



DRF KPI Q3 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> 5%)	↗ Moderate increase (1% to 5%)	→ Minimal change (< 1%)	↘ Moderate Decrease (1% to 5%)	↓ Significant Decrease (> 5%)

INTELLIGENCE AND ENFORCEMENT BRANCH

SECURITY SCREENING

NSSD Received Volumes Comparison by Fiscal Quarter

Departmental Result	Business Line	2019-20	2020-21	Variance	Status	General Comments/Rationale/Program Input
		Q3 Results				
The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians.	Permanent Resident	4,209	2,930	-30.4%	↓	Migration patterns have been severely reduced, including border restrictions for most non-residents as a result of the global pandemic. This has led to a nearly 65% reduction in overall case referrals to the NSSD from this period last year. Immigration, Refugees and Citizenship Canada remains committed prioritizing Permanent Resident cases despite travel restrictions, as many applicants reside within Canada. By contrast, a sharp decline was observed in the Temporary Resident stream, which saw an 80% reduction from the same period last year. Refugee claims have been likewise restricted by border controls and the application of the Safe Third Country Agreement (STCA) with the United States. However, the legality of the STCA is currently under review and its potential repeal leaves open the potential for a significant influx of claimants in 2021-22, when border controls are relaxed.
	Temporary Resident	9,249	1,786	-80.7%	↓	
	Refugee Claimant	12,653	4,379	-65.4%	↓	
	Total	26,111	9,095	-65.2%	↓	Reduced referral volumes have allowed the NSSD to make gains on some of the older, more complex cases in its inventory. Volumes are anticipated to remain low throughout a large part of 2021-22 until travel restrictions ease.



Intelligence and Enforcement - OPI View of Initiatives and Projects

Breakdown	Project Name for FSR	Vote 1					Vote 5				
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk
Initiatives	Alternatives to Detention	8.3	7.6	0.7	8.4%	0.3					
	Irregular Migration & Incremental Asylum	137.3	36.3	101.1	73.6%	94.2	6.3	0.3	6.1	96.0%	4.8
	Security Certificate Division 9	2.9	2.8	0.1	4.4%						
	Trade Base Money Laundering	1.4	1.4	0.1	3.9%						
	Human Trafficking	1.2	0.6	0.6	51.8%	0.6					
	Immigration Consultants (IC)	1.4	0.1	1.3	92.6%	1.2					
Initiatives Total		152.6	48.7	103.9	68.1%	96.3	6.3	0.3	6.1	96.0%	4.8
Projects - TB Funded	Asylum Interoperability Project (AIP)	6.9	4.0	2.9	41.4%	2.5					
	Strengthening the National Immigration Detention Framework	7.7	6.6	1.1	14.2%	0.7	35.3	31.6	3.7	10.4%	
Projects - TB Funded Total		14.5	10.6	3.9	27.1%	3.2	35.3	31.6	3.7	10.4%	
Total		167.1	59.3	107.8	64.5%	99.5	41.6	31.9	9.7	23.4%	1.4

Alternatives to Detention: The forecast is expected to change as a result of COVID-19 ramifications on detainee processing (e.g. decreased detentions activity within the regions, but increased health and welfare contracts paid for with a centralized NHQ fund). The slippage will be requested to be carried forward into the IEB's Permanent funding profile next fiscal.

Asylum - Irregular Migration: The year-end surplus will be requested as a carry-forward to fiscal 2021-22. With the border closure extension until February 21, the year-end surplus is expected to increase as a result of continued decreases in the volumes of asylum seekers up to year-end.













Human Trafficking: The project has been transferred from the Strategic Policy Branch to IEB as an OPI lead this year. Year-end forecasted surplus is \$0.6M but is expected to increase. A carry forward will be requested.

Asylum Interoperability Project (AIP): The majority of the forecast is related to ISTB's forecast of \$2.5M for IT system maintenance and development. The current year-end surplus is expected to be \$2.9M, which will be requested as a carry-forward.

National Immigration Detention Framework (NIDF): The project is currently anticipating a surplus of \$4.8M which will be recommended as a carry forward. This funding will be required to finalize the construction of the IHC which is expected to be complete by Fall 2021. With the Laval IHC completed, the NIDF will be brought to a close as a project over fiscal year 2021-22.



Functional Portfolio Dashboard – Traveller (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation <small>(in Millions)</small>										Key Metric Volumes													
	2019-20				2020-21						Metric	2019-20						2020-21						
	Vote 1		Vote 5		Vote 1			Vote 5				Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
PI Name	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk														
Traveller Facilitation & Compliance	509.2	0.1	481.2	412.5	68.8	44.7		0.0	-0.0		Number of travellers processed	94,633,903	25,032,803	30,617,702	21,260,608	17,722,790		94,633,903	8,109,869	2,083,022	3,026,909	2,999,938		
											Number of immigration Exams	1,793,787	480,278	584,735	400,755	328,019		1,793,787	306,775	52,853	123,566	130,356		
											Number of Customs/ODG Examinations	1,146,333	334,431	337,931	268,243	205,728		1,146,333	151,365	27,378	52,186	71,801		
Trusted Traveller	18.9		17.7	16.2	1.6	0.7					Number of trusted travellers processed	9,779,989	2,605,844	2,672,260	2,477,551	2,024,334		9,779,989	323,820	69,640	116,865	137,315		
											Number of risk assessments completed (new, maintenance, and periodic)	466,394	163,725	139,967	139,570	23,132		466,394	516,274	86,763	256,964	172,547		
											Number of completed enrollment interviews	241,380	59,981	66,213	64,961	50,225		241,380	-	-	-	-		
Total	528.1	0.1	498.9	428.6	70.3	45.4		0.0	-0.0															

Note: Operational Base includes Regular Base and Initiatives

Traveller Facilitation and Compliance

Cause: As a result of the ongoing travel restrictions, traveller volumes continue to be drastically lower than previous years resulting in a \$68.8M surplus. Of note, within headquarters Travellers has finalized all Functional Management Model realignment efforts and associated budget transfers.

Impact: Travellers has revisited overtime, planned staffing, travel and other variable forecasts across the program accounting for the extended travel restrictions and implemented a program wide planning assumption for business resumption (2021-04-01). It continues to be anticipated that the current operating environment and regional surplus of \$59.4M will offset pressures otherwise caused by the program's pandemic response and shortfalls previously anticipated through the Travellers 2020-23 IBP (\$2.5M). Travellers has reviewed the regional surplus closely and found it to be closely linked to variable operational costs (i.e. overtime -\$38.8M, salaries and wages -\$10.7M, other salaries (primarily students) -\$4.9M, shift premiums -\$3.5, travel -\$3.3M, translation -\$2.3M) confirming it is a direct result of the current operating environment.

Action: Continue monitoring COVID-19 response related expenditures and ensuring coding against IO expenses is completed.

Trusted Traveller

Cause: Due to the travel restrictions, including the temporary suspension of the NEXUS program, traveller volumes have reduced significantly resulting in a \$1.6M operational surplus.

Impact: Overtime, planned staffing, travel and other variable forecasts have been adjusted across the program as a result of the current environment.

Action: Conduct program financial review as part of the 2021-24 Integrated Business Plan exercise.

Traveller's Management Letter Apollo Document Number:



DRF KPI Q3 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target		Slightly below target		Significantly below target		No data available			
↑ Significant increase (> 5%)		↗ Moderate increase (< 1% to 5%)		→ Minimal change (< 1%)		↘ Moderate Decrease (1% to 5%)		↓ Significant Decrease (> 5%)			
TRAVELLERS BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q3 Comparative Trends			General Comments/Rationale/Program Input
			Q3 Results					Results	Volumes	Spend	
Admissible travellers are processed in an efficient manner.	Traveller Facilitation & Compliance	Percentage of time the CBSA is meeting the Highway Border Wait Time Service Standard.	97.04%	99.47%	2.43%	95%		↗	↓	↓	With land traveller volume decreasing significantly in Q3, BWT performance improved with fewer delay incidents.
		Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports.	94.8%	86.74%	-9.3%	95%		↘	↓		There has been a reduction in the number of kiosks being used for processing due to social distancing rules at all airports.
		Actual availability of Primary Inspection Kiosks as a percentage of planned availability.	93.66%	99.59%	6.3%	99%		↗	→		
Travellers and their goods are compliant with applicable legislation.		Percentage of traveller examinations that produced a result (enforcement or facilitation action).	52.09%	67.14%	15.05%	35%		↑	N/A		Travel restrictions have limited the foreign nationals arriving in Canada, resulting in a higher than normal traveller examination rate.
		Traveller goods selective examination resultant rate is X times higher than random examination resultant rate in the air mode.*	N/A	6X	N/A	10X		↘	N/A		Due to low air volume, selective and random referral volumes are too small to produce statistically meaningful result on this KPI.
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners.	Trusted Traveller	Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard.	98.35%	99.98%	1.63%	95%		↗	↓	↓	With the overall volumes decreasing, there were fewer delay incidents at NEXUS Highway POEs.
		Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry.*	N/A	35.71%	N/A	40%		↘	↓		Trusted Traveller Kiosk time savings levels are lower than expected. This KPI may be affected by a decrease in the number of NEXUS air travellers along with an increase in the familiarity of using PIKs by those conventional travellers currently travelling.
		Percentage of increase in NEXUS passages.*	N/A	-94.61%	N/A	2.50%		↓	↓		Like conventional travellers, due to Covid-19 travel restrictions, NEXUS passages are reduced significantly.

* Indicators that were added to the 2020-21 DRF



Traveller - OPI View of Initiatives, Projects, and Controlled Funds

Breakdown	Project Name for FSR	Vote 1					Vote 5				
		Budget	Forecast	Net Position	Position as % of Budget	Lapse at Risk	Budget	Forecast	Net Position	Position as % of Budget	Lapse at Risk
Controlled Funds	Uniform Program	7.2	7.2								
	Controlled Funds Total	7.2	7.2								
Projects - TB Funded	Biometrics Expansion	9.5	3.7	5.8	61.1%	5.3	2.3		2.3	100.0%	1.8
	Entry-Exit	10.3	7.5	2.9	27.7%	2.4	2.3	3.8	-1.5	-63.5%	
	Interactive Advance Passenger Information	3.7	3.7	-0.0	-0.2%		0.0	0.0	0.0	0.0%	
	Passenger Protect Program	0.7	0.7	0.0	5.6%	0.0	9.2	9.2	-0.0	-0.3%	
	RFID Initiative	0.2	0.2	0.0	18.0%	0.0					
	Traveller Processing Modernization										
	Projects - TB Funded Total	24.5	15.8	8.7	35.7%	7.5	13.8	13.1	0.8	5.5%	
Projects - Internally Funded	Chain of Trust - Advance Traveller Information	1.4	1.7	-0.3	-20.6%		0.5	0.9	-0.4	-99.2%	
	Dynamic Risking	6.0	3.0	3.0	50.3%	2.7	0.2	0.2			
	Mobile Border	1.0	0.6	0.4	40.5%	0.4	2.7	2.2	0.5	19.0%	
	Next Handheld Device	1.9	1.6	0.3	16.5%	0.2	1.0	1.1	-0.1	-9.1%	
	Nexus Modernization	0.4	0.2	0.3	59.9%	0.2	0.7	0.6	0.1	18.9%	
	Primary Inspection Kiosk 1.0	1.7	1.7	0.0	0.5%						
	Right Touch Processing - Air	1.2	1.7	-0.5	-42.0%		1.3	0.1	1.2	93.1%	1.0
	Right Touch Processing - Land	1.6	1.3	0.4	22.5%	0.3	6.9		6.9	100.0%	5.5
	Travellers Pre-clearance	1.3	0.0	1.3	97.3%	1.2	0.3		0.3	100.0%	0.2
	Projects - Internally Funded Total	16.6	11.8	4.9	29.1%	4.0	13.5	5.1	8.4	62.4%	5.7
	Total	48.4	34.8	13.6	28.1%	11.2	27.3	18.1	9.2	33.6%	3.7

Biometrics Expansion: The project is closed and surplus has been returned to the FIMC Reserve during Q4.

Entry-Exit (development): Due to IT development delays, surplus funding of ~\$3.5M will be carried forward into next fiscal year to complete the remaining EE components. The project is scheduled to close in June 2021, and the surplus will be returned to the Agency reserve pending senior management approval.

Entry-Exit (EE) (maintenance): The approved ongoing authorities (based on last year's acceptance reports) is \$4.7M. A forecast of \$6.8M was identified for Q3. A deficit in the project reserve is in the amount of \$2.1M. EE will seek additional \$1.9M from FIMC when its acceptance reports are all approved.

Chain of Trust - Advance Traveller Information: KTDI has a carry forward from last FY 2019-20 of ~\$1.9M. As key stakeholders are not able to participate in the pilot during the pandemic, the pilot that was scheduled for this year will instead be completed next year. Project activities were re-assessed in light of the schedule change and \$0.6M is required as a carry forward to next fiscal year to complete the project.

Dynamic Risking: As a result of further refinement of scope, additional planning and new milestone timelines, the project has refined the project costs to ensure that the project remains within its FIMC authorities over a period of 4 years in lieu of the 3 years initially approved at FIMC. IPMC approved the project extension and resulting funding profile at Gate 4. A carry forward of \$2.5M was approved in principle at Q2; an additional \$0.2M is requested in Q3.

Mobile Border: After comparing the TFA requests that were finalized in July compared to the Q2 forecast, it has been determined that the OCI's require less funding than originally anticipated and TFAs have been amended accordingly. It is expected that a surplus of \$0.9M will be required to complete the deliverables in 2021/22. This surplus is requested to be carried forward in Q3.

Traveller's Management Letter Apollo Document Number:



Functional Portfolio Dashboard – Commercial and Trade (Operational Base)

Program Inventory		Regular Base & Initiatives Financial Situation <small>(in Millions)</small>										Key Metric Volumes													
		2019-20				2020-21																			
		Vote 1		Vote 5		Vote 1			Vote 5			2019-20							2020-21						
PI Name	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Metric	Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend	
Commercial-Trade Facilitation & Compliance	273.5	1.7	294.9	308.6	-13.7	0.1	1.4	-1.3			Number of commercial releases (all modes)	20,207,700	5,235,994	5,006,715	5,340,831	4,624,160		18,200,000	14,873,082	4,334,831	5,080,209	5,458,042			
											Number of parcels (postal)	91,299,862	21,571,055	22,429,608	26,197,357	21,101,842		91,299,862	65,185,702	21,358,196	19,571,315	24,256,191			
											Number of verifications	1,445	319	389	368	369		1,424	387	62	154	171			
Anti-dumping & Countervailing	7.7		10.8	7.4	3.3	2.8					Number of B2s	198,028	54,420	58,665	41,832	43,111		204,530	126,451	50,867	40,736	34,848			
											Number of ADC investigative activities underway	62	15	15	15	17		-	185	52	69	64			
											Number of SIMA DAses issued	1,506	348	455	345	358		-	532	-	100	432			
Trusted Trader	6.6		9.0	7.0	2.0	1.5					ADC measures in place	122	30	30	30	32		-	244	-	122	122			
											Total number of CSA transactions (all modes)	879,981	239,713	224,072	217,557	198,639		616,000	510,595	139,266	188,136	183,193			
											Number of new applications (PIP and CSA)	163	36	43	36	48		100	59	21	26	12			
											Number of revalidation	267	67	51	65	84		250	113	35	36	42			
											Number of ACS applicants processed	148	38	13	32	65		200	59	30	16	13			
Total	287.9	1.7	314.7	323.1	-8.4		0.1	1.4	-1.3																

Note: Operational Base includes Regular Base and Initiatives

Commercial-Trade Facilitation and Compliance

The deficit is primarily attributable to an increase in commercial activity during the pandemic, as well as a need for PI re-alignment, for which review is underway via the 2021-24 IBP exercise. The impact of border closures, the shift in commercial and trade volumes, and ongoing restrictions generates uncertainty surrounding the future commercial based streams/programs, contributing to difficulties in managing and forecasting expenditures. However, the initial assessment indicates a sustained increase in commercial and trade volumes thereby an evolving requirement for resources. The most recognizable and consistent impact of Covid-19 pandemic has been on salary overtime and non-salary travel forecasts. Review continues, particularly via the 2021-24 IBP exercise.

Anti-dumping and Countervailing

Cause: This surplus is specific to HQ CTB and is attributed to ongoing efforts to complete the Special Import Measures Act (SIMA) staffing; reduced forecasts for salary overtime and non-salary international travel expenditures, the split between PIs 10500 and 10600 which is under review and includes employee coding; and the majority of planned hires will be in PI 10600 but have not yet been realized.

Impact: The impact of border closures, the shift in commercial and trade volumes, and ongoing travel restrictions generates an uncertainty surrounding the future of commercial based streams/programs, contributing to difficulties in managing and predicting expenditures. The most recognizable and consistent impact of the COVID-19 pandemic has been on salary overtime, non-salary travel forecasts, and employees on surge assignment to Commercial to sustain staffing levels to maintain service levels.

Action: CTB will continue its efforts to complete the SIMA staffing; Consider/implement budget adjustments identified in the Q3 Branch FSR; monitor COVID-19 pandemic response measures and identify potential corresponding impacts for reassessment; and identify new efficiencies in support of the Efficiency & Modernization Initiative (in progress via the IBP 2021-24 exercise).

Commercial and Trade Management Letter Apollo Document Number:



DRF KPI Q3 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target		Slightly below target		Significantly below target		No data available			
↑ Significant increase (> 5%)		↗ Moderate increase (1% to 5%)		→ Minimal change (1%)		↘ Moderate Decrease (1% to 5%)		↓ Significant Decrease (> 5%)			
COMMERCIAL AND TRADE BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q3 Comparative Trends			General Comments/Rationale/Program Input
			Q3 Results					Results	Volumes	Spend	
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners.	Trusted Trader	Ratio of conventional traders and their goods that are examined at the border compared to Trusted Traders and their goods.	8.2:1	4.3:1		2.5:1		↘	↗	↓	
		Percentage of trade by value of goods imported into Canada by participants in CBSA's Trusted Trader programs.	26.7%	27.0%	-0.3%	25%		→	↘		

* Indicators that were added to the 2020-21 DRF



DRF KPI Q3 Comparison Report for 2019-20 and 2020-21

Significantly above target		On target			Slightly below target			Significantly below target			No data available	
↑ Significant increase (> 5%)		↗ Moderate increase (1% to 5%)			→ Minimal change (< 1%)			↘ Moderate Decrease (1% to 5%)			↓ Significant Decrease (> 5%)	
COMMERCIAL AND TRADE BRANCH												
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q3 Comparative Trends			General Comments/Rationale/Program Input	
			Q3 Results					Results	Volumes	Spend		
Trade partners are compliant with applicable legislation, requirements and measures.	Commercial –Trade Facilitation & Compliance	Percentage of high risk commercial goods targeted by the National Targeting Center (NTC) are examined at the border.	93.1%	93.4%	0.3%	95%		↘				
		Percentage of random commercial examinations that produced a result.	0.11%	0.13%	0.02%	MAX 1%		→		↗		
		Percentage of commercial examinations that produced a result against a trader.	1.19%	1.72%	0.53%	MAX 1.5%		↗			COVID 19 has significantly reduced the volumes on the travellers stream, allowing the commercial stream more resources for all aspects of commercial examinations. This may have resulted in the increase of the percentage of commercial examinations that produced a result against a trader. We will continue to monitor this trend especially when traveller volumes revert back to pre-pandemic numbers. Results can vary widely from period to period because of changing compliance priorities or operational initiatives. DAPR is working with the Program area to further develop this indicator and change the methodology to show a clearer picture of the Operational environment. This methodology change was not implemented in time for this DRF cycle but will be changed for the next cycle. This indicator does not clearly represent traders continued non-compliance and does not reflect the program and is in the process of being changed. These changes in methodology have been approved at the DG level.	
		Percentage of penalties applied against traders representing continued non-compliance.	52.0%	40.2%	-11.8%	<70%		↘	↓	↑		
Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard.		99.5%	98.9%	-0.6%	95%		→	→		This indicator is trending in the right direction, however it only covers a small percentage of the work being done (RMD only). This indicator wording was amended this year to allow it to cover more release types and eventually ensure a greater portion of releases are included in order to better demonstrate border management.		
Percentage of eligible release decisions provided within established timeframes.		58%	66%	8%	70%		↗	↘				
Admissible commercial goods and conveyances are processed in an efficient manner.		Actual availability of Single Windows as a percentage of planned availability.	N/A	N/A	N/A	90%	N/A	N/A	N/A		There is no Indicator Control Sheet or Standard Operating Procedure on file for this indicator. Repeated difficulty in receiving results for this indicator. Consider removing from DRF.	
Trade partners are compliant with applicable legislation, requirements and measures.	Commercial –Trade Facilitation & Compliance	Return on investment (ROI) for targeted verifications.	6:1	2:1	-4:1	8:1		↓			The number of targeted verifications completed dropped significantly due to COVID 19, but is beginning to rise as regions are recommencing verification work. Additionally, the types of cases closed in Q3 FY 2020-21 tended to be on commodity areas that generally do not result in larger duty-owing assessments. Although the regions are recommencing verifications, the number of targeted verifications completed continues to be considerably lower due to COVID-19. In Q3 FY 2019-20, 237 verifications were completed. In Q3 2020-21, only 155 verifications were completed. The 90% target was not met given that COVID-19 delayed the ability of employees to go into the office to process requests received by mail. Some ARs were put on hold due to ongoing CITT cases.	
		Percentage of revenue-based targeted trade compliance verifications that yielded a result.**	57%	54%	-3%	60%		↘		↓		↑
		Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information.*	77%	89%	16%	90%		↑	↓			
	AD&C	Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities. *	NA	100%	NA	90%		NA	NA	↑		



Commercial and Trade - OPI View of Initiatives and Projects

Breakdown	Project Name for FSR	Vote 1					Vote 5				
		Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk
Initiatives	African Swine Fever	7.1	3.6	3.5	49.0%	3.1					
	E-Commerce Risk Assessment-Postal & LVS	7.1	6.6	0.6	7.8%	0.2		0.0	-0.0		
	eManifest	81.6	60.7	20.9	25.6%	16.8					
	Guns and Gangs	5.6	2.1	3.6	63.3%	3.3	8.0	1.4	6.7	83.1%	5.1
	Opioid / Fentanyl	6.6	3.1	3.5	53.2%	3.2	2.6	1.7	0.9	34.7%	0.4
	Strengthening DDP/DRP Program	2.5	2.4	0.1	3.3%						
Controlled Funds Total		110.5	78.4	32.1	29.0%	26.6	10.6	3.0	7.5	71.3%	5.4
Projects - TB Funded	ICSI - Marine Container Examination	14.4	4.3	10.1	70.5%	9.4	5.2	0.1	5.1	98.6%	4.1
	POEMS (Port of Entry Management System)	0.2	0.3	-0.2	-117.3%						
	Postal Modernization Initiative (PMI)	1.6	1.5	0.1	8.1%	0.0	2.0	2.5	-0.5	-26.2%	
	Trusted Trader - FAST	1.2	1.2	-0.0	-1.2%		0.8	0.2	0.5	68.4%	0.4
Projects - TB Funded Total		17.3	7.3	10.1	58.1%	9.2	8.0	2.8	5.1	64.4%	3.5
Projects - Internally Funded	Canadian Export Reporting System	3.8	3.8	0.0	0.1%		1.7	1.4	0.3	15.5%	
	Cargo Preclearance	1.0	0.7	0.3	26.3%	0.2	0.0		0.0	100.0%	0.0
	Secure Corridor Concept	0.2	0.0	0.2	95.6%	0.2	1.8	1.2	0.6	30.6%	0.2
Projects - Internally Funded Total		5.1	4.6	0.5	9.7%	0.2	3.5	2.7	0.8	23.9%	0.1
Total		132.9	90.3	42.7	32.1%	36.0	22.1	8.6	13.5	61.2%	9.1

eManifest: The surplus includes both in-year and carry forward from 2019-20. The Agency is currently developing its response to TB conditions to release eManifest funding for 2021-22 and ongoing, at which time there is also an expectation that unspent funding in the SPA will also be addressed.

Marine Container Examination: Vote 1 Development surplus of \$8.2M will be submitted to carry forward to the next fiscal year. A re-profile request may be submitted in the next year to move these funds to FY 2022-23 and also to transfer the funding to Vote 5 Capital. Due to the ongoing project delays there is a remaining \$1.9M surplus of maintenance funding that was intended to be used for maintenance for the new MCEF, this will be returned to the Agency. Vote 5 Capital surplus of \$5.1M is due to delays in the procurement of the Fixed Site Large Scale Imaging equipment for the first facility at Roberts Banks. A carry forward of these funds to the next fiscal year will be requested.

Guns and Gangs: Significant surpluses exist and are primarily attributed to delayed activities due to the pandemic and related to the DDS All Weather Facility (AWF), Postal X-Ray, and Air Cargo Security (ACS), delayed Force Generation training and commodity purchases. Since the surplus will not be needed this fiscal year, a carry forward will be actioned.

Opioids | Fentanyl: The significant surpluses are within the functional and enabling branches and are generally attributed to delayed implementation of DSEAs; fume hoods; Networking of Field Detection Technology equipment (IMS); training-Occupational Health and Safety site visits/risk mitigation efforts related to DSEAs; delayed Force Generation training and commodity purchases.

African Swine Fever: Surplus primarily related to delays Force Generation training for Detector Dog Teams and Officer in Training (OITP) replacements; and pending vehicle DDS fit-ups.



Enabling Portfolio Dashboard – Human Resources (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation <small>(In Millions)</small>										Key Metric Volumes													
	2019-20		2020-21								Metric	2019-20						2020-21						
	Vote 1	Vote 5	Vote 1				Vote 5					Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
PI Name	Actual Expenditures	Actual Expenditures	Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk	Officer Induction Number of Officer Trainees (OT) that entered the Development Program (OID Program)													
Force Generation	56.5		69.4	48.1	21.3	17.8	1.4		1.4	1.1		368	65	191	56	56		-	136	-	67	69		
Human Resource Management	49.4		48.5	57.1	-8.6																			
Total	106.0		117.9	105.2	12.6	6.7	1.4		1.4	1.1														

Note: Operational Base includes Regular Base and Initiatives

Force Generation

This surplus is primarily attributed to the COVID-19 pandemic, which required the HRB to delay, and in some instances, cancel planned BSO Cohorts at the CBSA College. As such, funding tied to the generation of new BSOs associated with specific initiatives (i.e. Guns & Gangs, African Swine Fever etc.) remains un-forecast and will be lapsed. A significant portion of the funding (\$15.4M) within the PI remains unallocated and is attributed to the Asylum Modernization project, for which planning remains under development with EIB. Vote 5 funding lapse is attributed to the College Training Management System (CTMS) which is dependant upon procurement activities to be advanced by the RCMP. Given Covid-19, the RCMP has not identified this initiative as a priority, therefore funding will lapse this fiscal and be carried-forward to 2021-22.

The current forecast within the Force Generation PI reflects the generation of fewer new recruits than outlined in the multi-year BSO Workforce Strategy (set at 520 at the beginning of 2020-21, prior to the onset of COVID-19). Due to the impacts of the pandemic, three of eight planned cohorts of 72 recruits were completed this fiscal year. The revised final annual output is 200* (out of a possible 216), with the difference due to both COVID and program attrition. The 200 have been associated to core attrition replacement (normally funded at 300 per year, as per the approved Force Generation Costing Model). A further two cohorts of 72 will begin training in Q4 and will graduate next fiscal in April and May 2021 respectively. Delays in the training of new BSO recruits, and HRB's inability to spend specific project/initiative funding further exposes the Agency's risk of not being able to fully deliver on project requirements and deliverables. To mitigate this risk, conversations are ongoing with Business Lines, RDGs, and FCMB to assess how best to respond to this gap. Options such as allowing for the temporary use of project funding for other uses, which are directly tied to project outcomes, are being assessed. The creation of a new Operational Excellence, Innovation & Branch Planning Directorate within HRB in Q3, will support, into the future, the integration of project outcomes and expectations of the HRB related to the delivery of Agency initiatives, so that there is a clearer outline of HRB capacity to deliver on Agency commitments.

Branch management will continue to work with Business Lines, RDGs and FCMB to identify mechanisms to use unspent funding. OPI project areas may request a carry forward or re-profile to future years to support future force generation requirements once operations resume to normal in a post-COVID environment.

Human Resources Management

The Human Resource Management Program Inventory is showing a deficit of \$8.6M which is primarily related to Wellness -\$3.54M, NICE -2.0M, Anti-Racism -320k totalling \$5.86M. Funding decision for Wellness and NICE had been expected at July 16 FIMC; however, the Committee deferred making a decision on these programs to allow for additional discussion between FCMB & HRB. If the HRB does not obtain money for these initiatives, Branch management will have to review its options with respect to its way forward. These may range from terminating work to absorbing these expenditures and phasing out other portions of existing programming. Also the establishment of a new Operational Excellence, Innovation & Branch Planning Directorate to support future efficiency and modernization activities within the Branch has contributed to small pressure.

Branch management will actively continue to engage with FCMB to finalize funding decisions with respect to identified pressures. An Abase review will be initiated in early 2021 with FCMB, that will enable a full review of baseline budgets and expenditures in an effort to identify efficiencies within the program, and establish a funding formula that is sustainable into the future, supporting the achievement of Agency commitments.

Human Resources Management Letter Apollo Document Number:



Enabling Portfolio Dashboard – Internal Services (excl HR) (Operational Base)

Program Inventory	Regular Base & Initiatives Financial Situation (In Dollars)										Key Metric Volumes													
	2019-20		2020-21								Metric	2019-20						2020-21						
	Vote 1 Actual Expenditures	Vote 5 Actual Expenditures	Vote 1				Vote 5					Year End	Q1	Q2	Q3	Q4	Trend	Expected Volumes	Total (Cumulative)	Q1	Q2	Q3	Q4	Trend
			Budget	Forecast	Net Position	Lapse at Risk	Budget	Forecast	Net Position	Lapse at Risk														
Recourse	16.6		12.5	12.1	0.3						Number of Enforcement and Trusted Traveller appeal files decided	3,213	792	934	731	756		2,800	1,372	355	539	478		
Building & Equipment	20.5	1.1	27.8	16.5	11.3	9.9	15.4	0.7	14.7	11.6	Number of trade appeal files decided	473	142	105	130	96		400	230	97	78	55		
											PoW plan and reporting on projects completed per quarter (incl. CCTV & EO)	61	15	15	15	16		160	40	4	13	23		
Financial Management	24.8										National Service Call Centre - Closed Tickets	8,735	1,954	1,932	2,464	2,385		-	3,392	1,177	887	1,328		
Real Property Management	17.7										Fleet Purchases	158	40	40	40	38		115	113	91	13	9		
Material Management	6.9																							
Acquisition Management	4.9																							
Total	91.4	1.1	114.2	90.3	23.9	18.2	15.4	0.7	14.7	11.6														
Field Technology Support	13.2	1.4	14.9	13.2	1.7	0.9	5.5	1.2	4.3	3.2	To be confirmed													
Information Management	5.4		20.9	19.0	1.9	0.8					Number of items analyzed (commodities, contraband, documents)	8,439	2,109	2,109	2,109	2,112		11,450	12,260	4,476	5,448	2,336		
Information Technology	61.2	0.0	51.4	69.0	-17.6			0.2	-0.2															
Total	79.8	1.4	87.1	101.2	-14.1		5.5	1.4	4.1	3.0														
Legal Services	18.6		16.3	14.8	1.5	0.7																		
Total	18.6		16.3	14.8	1.5	0.7																		
Communication Services	11.5		12.5	12.5	-0.0																			
Total	11.5		12.5	12.5	-0.0																			
Management & Oversight	76.0	0.0	88.1	85.1	3.1		0.0		0.0	0.0														
Total	76.0	0.0	88.1	85.1	3.1		0.0		0.0	0.0														
Grand Total	277.2	2.6	318.2	303.9	14.3		20.9	2.1	18.8	14.6														

Note: Operational Base includes Regular Base and Initiatives

Buildings & Equipment: Commercial and Trade Branch holds a total surplus of \$3.7M relating to Opioid funding and \$1.5M relating to Guns and Gangs initiative. Surpluses within base funding of \$2.6M will be transferred to LBCP – Fraser project to complete the installation and additional costs due to COVID-19 and \$3.1M of surpluses harvested within COVID-19 enhanced cleaning budget will be transferred to other COVID-19 related elements within the infrastructure PPE Controlled Fund. The Agency Reserve has earmarked \$5.0M to be carried forward to fiscal year 2021-22 for North Portal and \$6.1M remains unallocated within Irregular Migration & Incremental Asylum.

Financial Management (FM): Financial forecast for Financial Management program shows a surplus of \$7.5M in vote 1 of which \$1.5M is being used to subsidize the Commercial Trade program, and \$6.0M will lapse due to Revenue Generation and Investment & Efficiency program. The Financial Management program inventory will continue to subsidize the Commercial Trade program inventory until a permanent solution is found; carry forwards have been approved in principle at Q2 for Revenue Generation and the Investment Planning unit & Efficiency program. ISTB is seeking approval in the Q3 FSR of a permanent PI adjustment of approximately \$7M from Information Technology to Financial Management under the CRA MOU Controlled Fund for the budget relating to CAS. Continuous monitoring of the Financial Management program inventory to strengthening and support functional management.

Field Technology Support: The ISTB lapse is made up of A-Base, Guns & Gangs, Immigration Consultants and Opioids. The A-Base lapse is mainly due to reduced overhead expenditures due to COVID. The Guns and Gangs surplus is a result of project delays in activities related to Air Cargo Security and Postal X-Ray Networking. The delay may cause increased costs for the Agency. Funding will be carried forward to next year. The Immigration Consultants lapse will be removed as a forecast will be added during Q4. The Opioids lapse is due to delays in the establishment of DSSA's and reduced equipment consumables usage due to COVID.

Information Technology: Deficit primarily relates to internal reorganization that remains under finalization and to be included in future year integrated business plan. The Information Management Overall Program Inventory (PI) is showing a Vote 1 Surplus of \$1.86M primarily due to a \$1.2M forecast for Collaboration tools for which the budget is under PI 30700 Information Technology. Once WBS is created for this project, the forecast will be moved to the project to align with the funding.

Finance and Corporate Management Letter Apollo Document Number:
Information Science and Technology Management Letter Apollo Document Number: 6
Legal Services Management Letter Apollo Document Number:
Strategic Policy Management Letter Apollo Document Number:



DRF KPI Q3 Comparison Report for 2019-20 and 2020-21

Significantly above target	On target	Slightly below target	Significantly below target	No data available
↑ Significant increase (> 5%)	↗ Moderate increase (1% to 5%)	→ Minimal change (< 1%)	↘ Moderate Decrease (1% to 5%)	↓ Significant Decrease (> 5%)

FINANCE AND CORPORATE MANAGEMENT BRANCH											
Departmental Result	PI	Departmental Indicators	2019-20	2020-21	Variance	Yearly Target	Status	Q3 Comparative Trends			General Comments/Rationale/Program Input
			Q3 Results					Results	Volumes	Spend	
Travellers and the business community have access to timely redress mechanisms.	Recourse	Percentage of trade appeals received that are decided within established service standards.	81%	80%	-1%	70%		→	↓	↑	There was a sufficient inventory of existing Trade appeals such that decreasing intakes have not yet had a corresponding effect on the number of decisions issued.
		Percentage of enforcement appeals received that are decided within established service standards.	81%	52%	-29%	70%		↓	↓		Challenges related to establishing e-communication with clients have slowed down some aspects of the work. Furthermore, paper appeals still coming in significantly but only processing mail once a week . E-Commerce increase created challenges with prohibited items in the postal stream. Lastly, the new Recourse case management system implementation caused delays in processing appeals in target time.



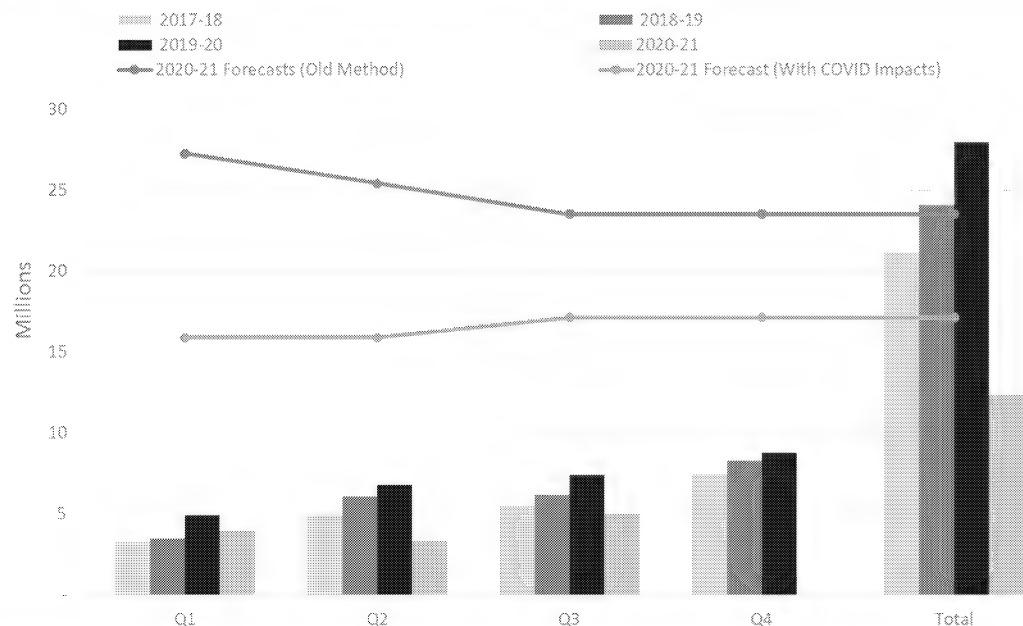
Additional Notable Areas

Vote-netted Revenue, Overtime Utilization, Planned Staffing,



Vote Netted Revenue (VNR)

In Thousands

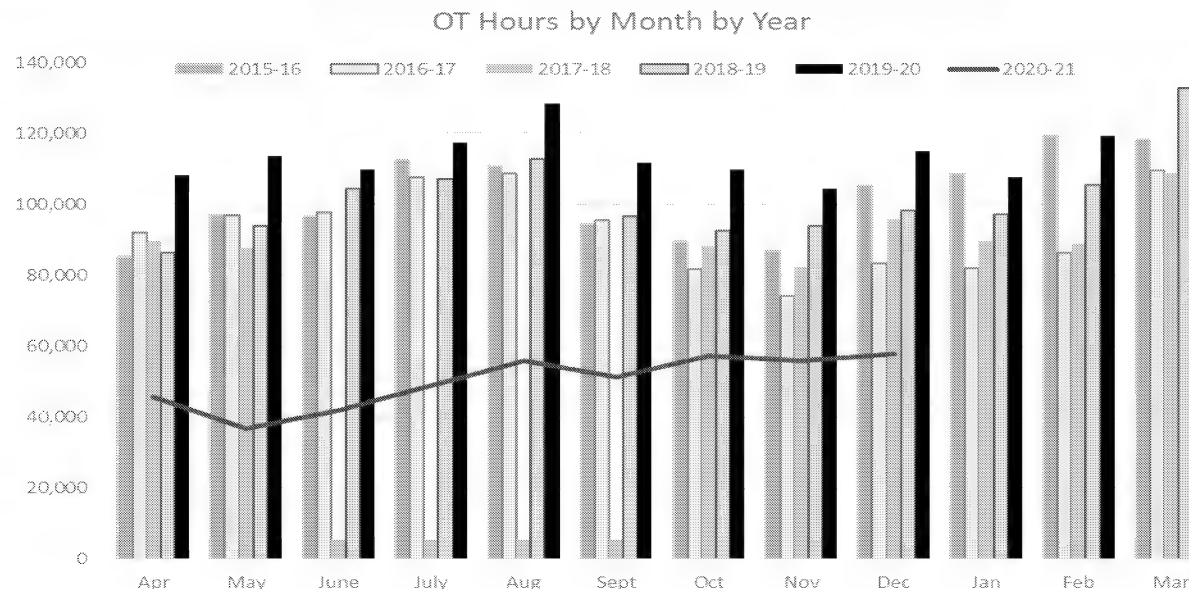


VNR Name	2020-21 Forecast by Growth %	2020-21 COVID Forecast	2020-21 Actuals
Broker's Licence Fees	511.68	270.26	43.73
Canpass - Pr & Cor Air	7.93	1.39	0.75
Canpass - Private Boats	44.02	10.82	5.81
Cont. agre. / New & Enhance	2,154.30	1,550.82	840.67
Customs Bonded Warehouse	0.00	0.00	0.00
Det. Dog Learning Service	788.28	98.41	98.41
FAST Program	524.05	386.54	308.85
Fees for Collecting PST	3,313.36	2,840.02	1,420.01
Food Inspection Fees	2,137.98	857.69	592.39
NEXUS Program	11,488.63	8,925.20	6,601.85
Priority Post Fees	479.94	311.52	147.77
Priv, Lic & Permits	0.16	0.16	0.16
Prov Tobac Alch M/L	875.44	750.37	375.19
Remote Area Border	1,187.22	971.30	361.33
Storage Charges - Queen's	12.81	11.19	3.95
Grand Total	23,525.80	16,985.70	10,800.85

- Revenue from the sales of services reflects the Agency's forecasted re-spendable revenue. Historically, year-over-year revenue has increased due to increases in volumes mainly attributable to the NEXUS program.
 - CBSA's 2020-21 VNR Authority is \$24M. The Agency has the authority to re-spend 125% of Authorities, or \$30M, for increases in volume only.
 - For 2019-20, the revenue collected was \$28M, slightly under 125% of 2019-20 Authorities.
 - Branches and regions are required to forecast VNR via the Financial Forecasting exercise to determine whether Authorities need to be adjusted through the next estimates exercise.
 - The FCMB continues its review of the Agency's revenue and cost recovery. CBSA's VNR Authorities may be further refined in the future, pending results of the review.
 - The COVID pandemic has had an impact on VNR collected to date as a result of lower volumes attributed to the closure of the US-Canada Border. As of 2020-21 Q3, forecasted VNR is anticipated to be lower than previous years.



Overtime Utilization



- Overtime Reduction (Gate 1 – Efficiency): \$5.2M reduction applied to budgets effective 2019-20 and ongoing, due to the optimization of staff availability and reduced idle time through more efficient work schedules, overtime and leave management.
- 2020-21 OT trending significantly below prior year actual expenditures due to COVID-19.
- Overall, OT forecasts have decreased across all regions and most branches within the Agency. The forecasted reduction in OT is attributed to the COVID-19 pandemic, the subsequent closures at the Canada-US border, and reductions in international travel/travel restrictions.
 - Despite the current work environment and forecast reductions, HQ branches are incurring higher OT actuals to date when compared to P9 of 2019-20. This is due to the increased workload in response to COVID-19. Also as home to the Border Task Force, Travellers Branch has absorbed salary, backfill and overtime costs associated to this work as a temporary measure.
 - OT expenditures are still being incurred in the Regions for operational purposes – POE presence maintained and essential travel processed. Regional OT forecasted/actual expenditures incurred is down significantly from last fiscal due to the Pandemic.

Refer to p.43 for further details



Planned Staffing

Salary - Vote 1 and 5										
Branch (\$000)	Q3					Q2				
	Total Salary Forecast	Planned Staffing (Included in forecast)	Attrition (included in forecast)	Planned Staffing FTEs (Max Salary)	# of Staffing Action	Total Salary Forecast	Planned Staffing (Included in forecast)	Attrition (included in forecast)	Planned Staffing FTEs (Max Salary)	# of Staffing Action
President's Office	1,521.8	34.5	9.8	0.2	1	1,308.7		14.4		
Audit & Evaluation	5,210.4	21.3	11.6	0.2	1	5,054.0	169.8	50.0	2.1	
Legal	638.9		4.0			551.6		11.2		
CARM Branch	5,364.3	46.5	24.7	0.6	3	5,281.3	260.4	105.0	2.6	6
Finance & Corporate Management Branch	73,916.4	728.0	408.1	9.4		70,303.9	4,973.3	648.0	67.5	
Human Resources Branch	87,693.6	948.9	536.0	13.9	65	84,327.1	4,365.8	1,972.9	58.5	151
Strategic Policy Branch	58,093.6	645.1	414.4	7.5	40	54,885.8	2,671.4	728.0	32.1	88
Information, Science & Technology Branch	104,352.0	921.3	500.0	13.2		101,938.2	4,268.0	1,800.0	57.3	
Chief Transformation Officer Branch	4,753.3	91.3	12.0	1.0	7	4,506.7	333.6	56.0	4.0	
Travellers Branch	36,583.6	369.8	227.0	5.0	24	36,079.5	1,605.9	500.0	20.4	
Commercial and Trade Branch	48,191.5	681.6	193.7	8.6		48,011.6	1,745.7	789.0	21.1	
Intelligence & Enforcement Branch	65,205.4	1,517.1	525.9	17.1	90	67,367.3	4,338.9	1,052.0	50.7	124
Atlantic Region	60,808.1	263.1	361.3	3.6	24	60,060.4	969.3	200.0	13.1	43
Quebec Region	160,103.4	661.4	537.2	10.4	36	162,384.2	2,024.0		29.5	
Northern Ontario Region	55,113.2	293.0		4.3		55,342.2	1,527.1	1,001.0	19.9	
Greater Toronto Area Region	174,725.5	2,782.4	1,520.3	47.3		176,137.9	8,654.5	5,533.3	122.0	
Southern Ontario Region	128,902.7	637.6	292.9	4.3		129,277.9	1,474.8	478.5	19.6	
Prairie Region	95,258.2	346.7	1,996.0	4.6		93,700.3	500.0		12.6	
Pacific Region	148,838.7	1,417.2	700.0	20.3		147,473.4	4,002.9	921.0	56.3	119
Corporate Accounts	4,441.4					4,441.4				
Total	1,319,716.0	12,406.9	8,274.9	171.3	291	1,308,433.4	43,885.3	15,860.3	589.4	531

Note: Number of staffing actions remained under review in branches/regions

Action Item 1: Based on planned staffing of \$12.4M, an average salary of \$82k, and a proration of FTEs to 0.25, it is estimated that:

- Planned staffing in the regions (312 positions), represents a 33% reduction from Q2 2020-21 (155 positions reduction)
- Planned staffing in HQ (293 positions), represents a 51% reduction from Q2 2020-21 (310 positions reduction)
- Continued emphasis to be placed on staffing plans for 2021-2022



Annex



COVID 19

- Traveller and FCMB Branches are monitoring operational requirements and costs associated with the Coronavirus outbreak
 - Agency continues to monitor COVID expenditures against its base authorities
 - Authorities have not been increased due to COVID measures
- Departmental monthly reporting to TBS continues
- Cumulative expenditures from inception (February 2020) to the end of Q3 for the COVID-19 response are \$65.7M (excluding EBP \$12.2M)

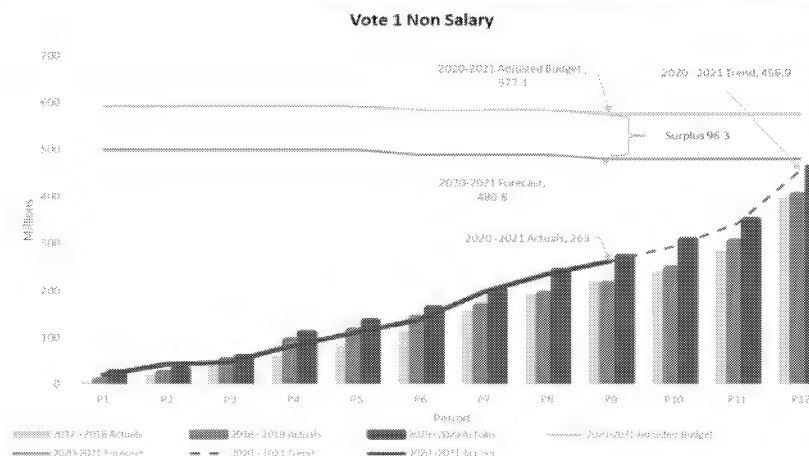
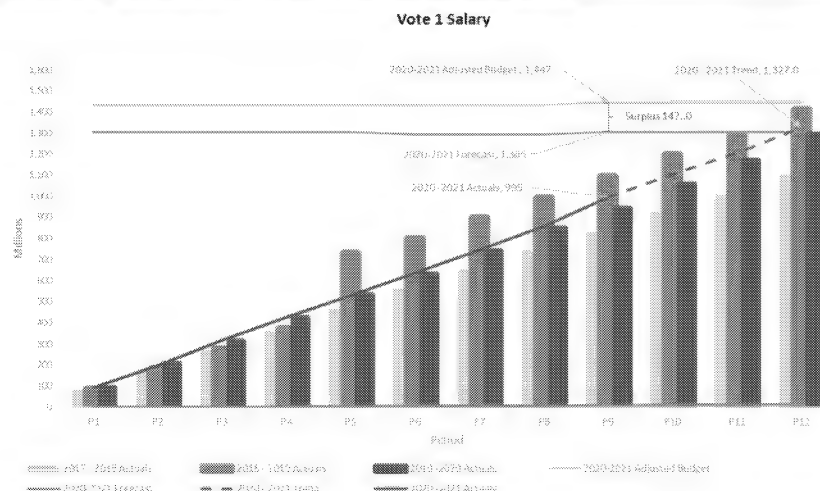


Financial Management Plan Update

- **Improved guidance** updated maintenance and transfer guide to align with functional model, including detailed steps for Program Inventory transfers;
- **Enhanced budget transparency and accountability** via multi-year budget allocation set by functional/enabling program to facilitate integrated business planning; quarterly budget updates provided to VP/RDGs by functional/enabling program view via the QBDL; and introduced management letters to support VPs in reviewing budgets and confirming forecast variances;
- **Enhanced Integration of financial and non-financial information** at the Program Inventory level for key functional portfolios (Traveller, Commercial & Trade, and Intelligence and Enforcement) including volumes, with year over year comparison aligned to financial forecast; departmental report key performance indicators, with year over year comparison;
- **Actions to minimize lapses and support business planning**, includes call for multi-year financial information for all projects/initiatives, and program inventory budget alignment for Q2; addition of variance explanations and FCMB independent assessment in Integrated Project Reports; and annual 3-year integrated business planning;
- **Enhanced financial forecasting**, includes portfolio reporting via FSRs and management letters.



Vote 1 - Financial Situation



Salary

- The Agency forecasts a **surplus of \$142.0M** of which **\$88.2M is earmarked** resulting in an **available surplus of \$53.7M** as at Q3.
- Earmarked items primarily include:
 - TB funded projects \$16.2M
 - eManifest, and CARM SPAs \$24.9M
 - Settlement \$20M
 - Asylum Carry-forward \$22.5M
- 2018-19 expenditures include collective agreement retroactive salary for fiscal years 2014-15 to 2017-18. 2014-15 retro (\$10M) is outside the 4 year average used when trending the projection and therefore the projected expenditures are slightly overstated
- Available surplus may be required to offset forecasted non salary deficit

Non-Salary

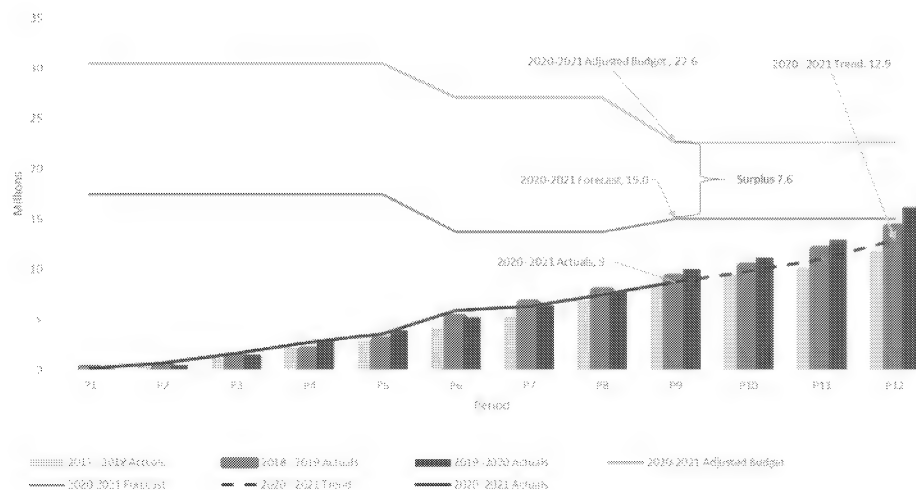
- The Agency forecasts a **surplus of \$96.3M**, of which **\$157.7M is earmarked** resulting in a deficit of **\$61.5M** as at Q3.
- Earmarked items primarily include:
 - TB funded projects \$35.3M
 - Base budget held for CARM \$26M
 - Asylum Carry-forward \$77.6M
 - VRN reduction \$7M
- Expenditures plus commitments total \$477.7M (expenditures \$263.3M; commitments \$214.3M), forecast of \$480.8M suggesting \$3.1M in “soft” commitments

Vote 1 surplus at year end \$238.2M is **11.8% of budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.
Risk under 1 year appropriation is \$137.1M

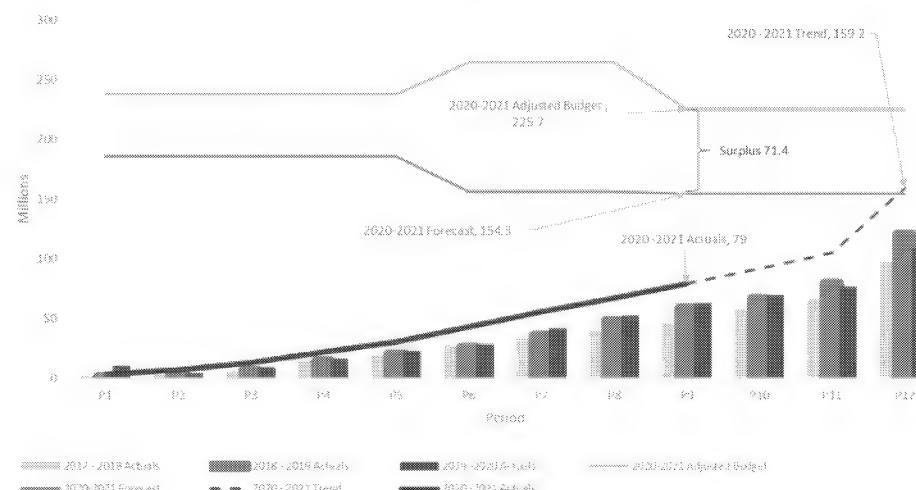


Vote 5 - Financial Situation

Vote 5 Salary



Vote 5 Non Salary



Salary

- The Agency is forecasting a **surplus of \$7.6M** of which **\$5.8M is earmarked** primarily for TB funded projects resulting in an **available surplus of \$1.8M**.

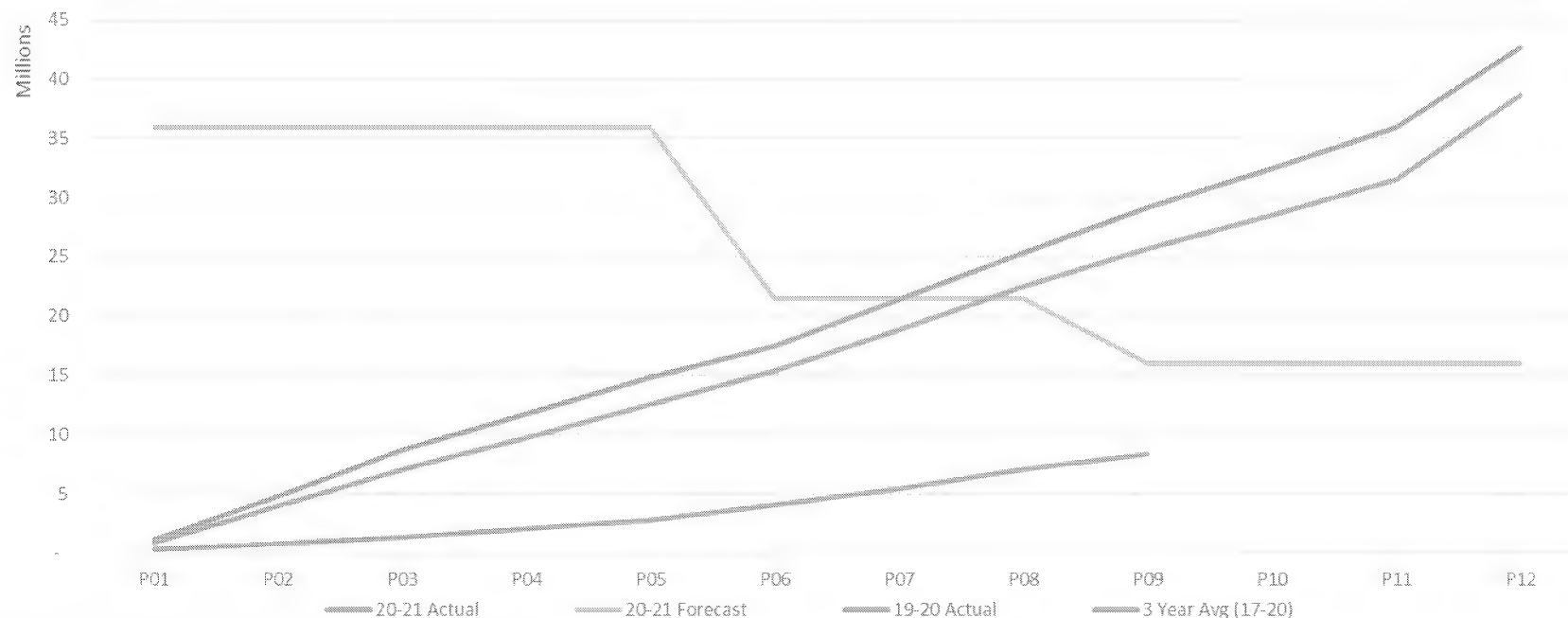
Non-Salary

- The Agency is forecasting a **surplus of \$71.4M** of which **\$41.9M is earmarked** primarily for TB funded projects and 2021-22 Financial Requirements resulting in a **surplus of \$29.4M**.

Vote 5 surplus at year end \$79.0M is **31.8% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2021-22. **Risk under 1 year appropriation is \$29.3M**



Travel



Travel contains both Vote 1 and 5 forecasted expenditures

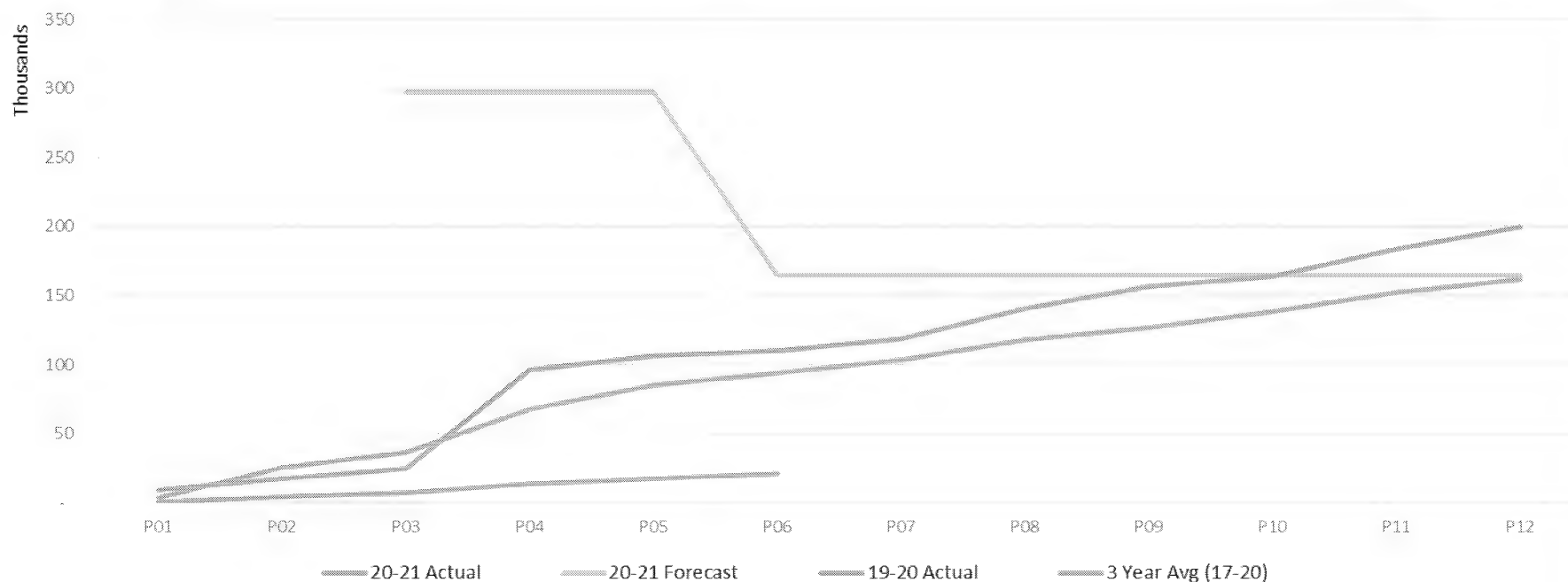
In Millions

Actual					2020-21 % of Forecast Spent	Variance 2020-21 Forecast vs. 2019-20 Actual	2017-20 3 Year Avg	Variance 2020-21 Forecast vs. 3 Year Avg
2017-18	2018-19	2019-20	2020-21 YTD	2020-21 Q3 Forecast				
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) =(A+B+C)/3	(E-F)
32.8	40.3	42.7	8.4	16.0	52%	-26.6	38.6	-22.6

- Total forecasted expenditures of \$16.0M represents decrease of 62% when compared to 2019-20 expenditures and 58% compared to the 3 year average annual expenditures.
- Actual expenditures represent 52% of forecast and 33% of the three year average expenditure at the end of Q3 (\$25.6M).



Hospitality



In Thousands

Actual				2020-21 Q3 Forecast	2020-21 % of Forecast Spent	Variance 2020-21 Forecast vs. 2019-20 Actual	2017-20 3 Year Avg	Variance 2020-21 Forecast vs. 3 Year Avg
2017-18	2018-19	2019-20	2020-21 YTD					
(A)	(B)	(C)	(D)	(E)	(D/E)	(E-C)	(F) = (A+B+C)/3	(E-F)
99.0	187.0	199.5	32.9	127.7	26%	-71.8	161.8	-34.2

- Total forecasted expenditures of \$127.7K represents a decrease of 36% when compared to 2019-20 expenditures and 21% decrease compared to the 3 year average annual expenditures.
- Actual expenditures represent 26% of forecast and 26% of the three year average expenditure at the end of Q3 (\$126.4K).



Overtime by Branch

Branch (\$000)	Overtime					
	4 Year Expenditures				Q3 Forecast	% Change from
	2016-17	2017-18	2018-19	2019-20	2020-21	2019-20
	A	B	C	D	E	F= (E-D)/D
President's Office			18.3	24.5	10.0	-59%
Audit & Evaluation			9.3	17.2	5.0	-71%
Legal			0.9	0.0		
CARM Branch			10.0	11.5	45.2	294%
Finance & Corporate Management Branch			461.5	444.9	444.3	0%
Human Resources Branch			2,176.4	2,217.7	1,359.6	-39%
Strategic Policy Branch			861.1	1,706.3	2,219.8	30%
Information, Science & Technology Branch			4,424.5	5,393.2	5,249.2	-3%
Chief Transformation Officer Branch			2.8	75.9	50.0	-34%
Travellers Branch			291.2	284.7	1,475.3	418%
Commercial and Trade Branch			165.6	249.9	173.3	-31%
Intelligence & Enforcement Branch			3,311.4	2,405.6	1,404.8	-42%
Atlantic Region			9,012.0	7,706.1	5,245.4	-32%
Quebec Region			23,696.1	19,811.4	9,555.8	-52%
Northern Ontario Region			7,911.6	7,385.9	3,583.1	-51%
Greater Toronto Area Region			16,876.5	18,968.9	8,136.1	-57%
Southern Ontario Region			18,120.7	14,519.5	8,381.3	-42%
Prairie Region			12,218.2	11,014.2	7,391.8	-33%
Pacific Region			22,026.2	19,161.4	8,552.7	-55%
Corporate Adjustment			-0.3	22.0		-100%
Subtotal	91,843.3	97,187.8	121,593.6	111,420.8	63,282.6	-43%
Less: Compensatory OT taken	-12,510.9	-12,958.9				
Total Overtime	79,332.4	84,228.9	121,593.6	111,420.8	63,282.6	-43%
Total Salary (Includes Overtime) *	1,108,861.2	1,115,996.8	1,423,310.8	1,309,546.1	1,319,716.0	1%
Overtime as a % of salary	7%	8%	9%	9%	5%	

2018-19 includes estimated retroactive overtime cost in the amount of \$24.9M related to fiscal years 2014-15 to 2017-18



Non-Salary Expenditures by Standard Object – Vote 1 & 5

In Millions

Vote 1	Non-Salary Expenditure				2020-21 YTD Q3 Expenditures	P6 Projected Weighted Average at Year End	2020-21 Projected YE expenditure based on Trend Projection
	2019-20 YTD Q3 Expenditures	2019-20 YE	2019-20 Expenditures (Q3 to YE)	Burn Rate at Q3			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$456.9M * F)
Transportation and communication	36.2	53.8	31.6	67%	13.8	4.6%	20.9
Information	1.3	1.8	0.9	72%	0.7	0.2%	1.1
Professional and Special Services (IT)	64.5	128.4	85.3	50%	90.7	35.4%	161.9
Professional and Special Services (Non-IT)	113.9	173.9	108.1	65%	99.3	33.6%	153.3
Rentals	7.4	13.5	8.5	55%	6.4	2.3%	10.5
Repair and Maintenance	19.4	30.4	21.1	64%	23.0	9.8%	44.6
Utilities, Materials and Supplies	8.3	22.1	16.9	38%	12.0	5.1%	23.4
Acquisition of Land, Buildings and Works	2.5	3.4	0.9	75%	3.3	0.9%	4.3
Acquisition of Machinery and Equipment	15.5	28.8	23.7	54%	11.0	6.8%	31.1
Other Subsidies and Payments	2.7	5.0	2.4	53%	3.2	1.3%	5.8
Vote 1 Total	271.7	461.3	299.3	59%	263.4	100%	456.9

Vote 5	Non-Salary Expenditure				2020-21 YTD Q3 Expenditures	P6 Projected Weighted Average at Year End	2020-21 Projected YE expenditure based on Trend Projection
	2019-20 YTD Q3 Expenditures	2019-20 YE	2019-20 Expenditures (Q3 to YE)	Burn Rate at Q3			
	A	B	C=B-A	D=(A / B)	E	F	G = (\$159.2M * F)
Transportation and communication	0.2	0.3	0.2	51%	0.0	0.0%	0.0
Information	0.0	0.0	0.0	100%		0.0%	0.0
Professional and Special Services (IT)	31.4	50.4	35.2	62%	38.9	43.8%	69.7
Professional and Special Services (Non-IT)	1.1	1.5	1.0	71%	1.5	2.0%	3.1
Rentals	0.0	0.1	0.0	71%	0.0	0.0%	0.0
Repair and Maintenance	0.2	0.6	0.5	28%	0.2	0.4%	0.6
Utilities, Materials and Supplies	-0.4	0.1	0.3	-579%	0.0	0.0%	0.0
Acquisition of Land, Buildings and Works	22.3	38.8	29.7	57%	32.1	43.1%	68.6
Acquisition of Machinery and Equipment	7.5	17.0	13.7	44%	6.5	10.7%	17.0
Other Subsidies and Payments	-0.2	-0.2	-0.0	99%	0.0	0.0%	0.0
Vote 5 Total	62.1	108.6	80.5	57%	79.3	100%	159.2



Financial Situation by Branch – Vote 1

In Millions

Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V1	Actuals as % of Budget	Previous Year Actuals
President's Office	1.7	1.2	0.0	0.5	1.6	0.1	5.5%	0.0	69.7%	1.4
Audit & Evaluation	6.3	5.2	0.7	0.4	6.3	0.1	0.8%		81.5%	6.0
Legal	15.7	8.8	5.8	1.1	14.8	0.9	5.7%	0.1	56.2%	18.6
CARM Branch	5.7	3.7	1.2	0.8	5.6	0.0	0.4%		64.7%	5.0
Finance & Corporate Management Branch	182.8	116.1	36.0	30.7	171.1	11.7	6.4%	2.6	63.5%	138.8
Human Resources Branch	104.5	75.7	12.7	16.1	107.4	-2.9	-2.8%		72.5%	108.2
Strategic Policy Branch	76.0	55.5	8.9	11.5	72.5	3.4	4.5%		73.1%	57.3
Information, Science & Technology Branch	273.5	177.2	76.4	19.9	288.3	-14.8	-5.4%		64.8%	248.3
Chief Transformation Officer Branch	7.6	5.7	1.5	0.4	7.5	0.1	1.1%		74.5%	5.6
Travellers Branch	41.9	33.8	9.7	-1.6	47.5	-5.6	-13.3%		80.6%	39.9
Commercial and Trade Branch	60.1	40.2	3.6	16.3	54.0	6.1	10.2%	3.1	67.0%	45.1
Intelligence & Enforcement Branch	82.7	54.7	7.4	20.7	78.5	4.2	5.1%	0.1	66.1%	63.4
Atlantic Region	65.9	48.0	1.7	16.2	65.1	0.8	1.3%		72.8%	66.4
Quebec Region	215.1	137.3	14.3	63.5	189.1	26.0	12.1%	15.3	63.8%	212.3
Northern Ontario Region	59.6	42.6	1.3	15.6	58.2	1.4	2.3%		71.6%	60.6
Greater Toronto Area Region	230.8	149.0	12.7	69.1	206.3	24.5	10.6%	13.0	64.6%	220.0
Southern Ontario Region	137.8	98.4	1.6	37.8	133.1	4.8	3.5%		71.4%	136.2
Prairie Region	113.2	75.3	6.7	31.2	103.7	9.5	8.4%	3.8	66.5%	112.2
Pacific Region	176.2	122.0	11.4	42.7	165.8	10.3	5.9%	1.5	69.2%	175.9
Unallocated Project	184.4			184.4		184.4	100.0%	175.2		
Corporate Accounts*	8.5	4.4	4.8	-0.7	9.2	-0.6	-7.4%		51.7%	9.8
Reserve	-26.2			-26.2		-26.2	100.0%			
Corporate Adjustment		4.1	0.0	-4.1						23.9
Grand Total	2,023.8	1,258.8	218.6	546.4	1,785.5	238.2	11.8%	137.1	62.2%	1,754.7

Vote 1 surplus at year end \$238.2M is **11.8% of budget**, and outside the **OBCF limit of 5%** to which the Agency will be held in 2021-22.
Risk under 1 year appropriation is \$137.1M



Financial Situation by Branch – Vote 5

In Millions

Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V5	Actuals as % of Budget	Previous Year Actuals
CARM Branch	45.2	31.7	27.8	-14.3	45.2	0.0	0.0%		70.1%	39.9
Finance & Corporate Management Branch	83.9	37.0	47.3	-0.5	82.9	1.0	1.1%		44.2%	47.3
Human Resources Branch	2.7	0.2		2.5	1.5	1.2	45.1%	0.7	5.7%	0.6
Strategic Policy Branch	4.0	2.3	0.1	1.6	5.2	-1.2	-31.3%		58.8%	4.5
Information, Science & Technology Branch	32.3	14.3	6.7	11.3	27.1	5.2	16.2%		44.2%	26.1
Travellers Branch	1.4	1.7	0.4	-0.8	2.4	-1.0	-73.6%		126.6%	2.8
Commercial and Trade Branch	11.1	0.8	1.1	9.2	4.1	6.9	62.6%	4.7	7.5%	2.2
Intelligence & Enforcement Branch	0.6	0.0		0.6	0.9	-0.2	-36.4%		5.4%	
Atlantic Region										
Quebec Region										0.1
Northern Ontario Region		0.0		-0.0						0.2
Greater Toronto Area Region										0.0
Prairie Region			0.1	-0.1						
Pacific Region										0.0
Unallocated Project	46.4			46.4		46.4	100.0%	37.1		
Reserve	20.8			20.8		20.8	100.0%	16.6		
Corporate Adjustment		-0.0		0.0						1.1
Grand Total	248.3	88.1	83.5	76.7	169.3	79.0	31.8%	29.3	35.5%	124.7

Vote 5 surplus at year end \$79.0M is **31.8% of adjusted budget** and outside the **CBCF limit of 20%** to which the Agency will be held in 2021-22. **Risk under 1 year appropriation is \$29.3M**



Regular Base – by Branch

In Millions

Vote	Branch/Region	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	President's Office	1.7	1.2	0.0	0.5	1.6	0.1	5.5%	0.0	69.5%	1.4
	Audit & Evaluation	6.3	5.2	0.7	0.4	6.3	0.1	0.8%		81.4%	6.0
	Legal	15.7	8.8	5.8	1.1	14.8	0.9	5.7%	0.1	56.2%	18.6
	CARM Branch	0.1	0.7		-0.5	0.1	0.0	17.4%	0.0	531.9%	0.2
	Finance & Corporate Management Branch	102.4	68.4	11.5	22.5	90.6	11.8	11.6%	6.7	66.8%	83.3
	Human Resources Branch	96.1	73.4	12.0	10.7	103.3	-7.2	-7.5%		76.4%	101.2
	Strategic Policy Branch	56.1	47.7	8.3	0.1	55.4	0.8	1.3%		85.0%	50.6
	Information, Science & Technology Branch	96.6	76.7	35.3	-15.4	103.8	-7.2	-7.4%		79.4%	105.1
	Chief Transformation Officer Branch	6.8	5.1	1.3	0.3	6.7	0.1	1.2%		76.2%	4.8
	Travellers Branch	30.7	25.1	4.2	1.5	31.1	-0.4	-1.2%		81.5%	34.4
	Commercial and Trade Branch	42.8	32.1	2.1	8.6	40.4	2.5	5.7%	0.3	74.9%	37.9
	Intelligence & Enforcement Branch	55.8	41.6	3.1	11.2	54.2	1.6	2.9%		74.5%	46.4
	Atlantic Region	65.3	47.7	1.7	16.0	64.6	0.7	1.1%		73.0%	66.1
	Quebec Region	185.8	128.5	7.0	50.4	169.2	16.7	9.0%	7.4	69.1%	180.7
	Northern Ontario Region	56.8	41.1	1.3	14.4	55.6	1.2	2.1%		72.4%	59.1
	Greater Toronto Area Region	219.6	143.6	12.4	63.5	195.4	24.2	11.0%	13.2	65.4%	207.9
	Southern Ontario Region	136.2	97.4	1.6	37.2	131.4	4.8	3.5%		71.5%	134.5
	Prairie Region	107.4	74.3	6.3	26.9	101.0	6.4	6.0%	1.1	69.1%	108.6
	Pacific Region	166.5	117.3	10.9	38.3	156.8	9.7	5.8%	1.4	70.5%	168.7
	Reserve	-51.6			-51.6		-51.6	100.0%			
	Corporate Adjustment		4.1	0.0	-4.1						22.5
	Project Systems										
	Vote 1 Total - Financial System as at Oct 1	1,397.3	1,039.8	125.3	232.2	1,382.1	15.3	1.1%		74.4%	1,437.7
Vote 1 (anticipated)	Anticipated Adjustments	21.9			21.9		21.9	100.0%	20.8		
	Vote 1 Regular Base Total	1,419.2	1,039.8	125.3	254.0	1,382.1	37.1	2.6%		73.3%	1,437.7
Vote 5 (in system)	Finance & Corporate Management Branch		0.5		-0.5						-0.2
	Human Resources Branch	1.4			1.4		1.4	100.0%	1.1		
	Strategic Policy Branch	0.0			0.0		0.0	100.0%	0.0		
	Information, Science & Technology Branch		-0.0		0.0	0.3	-0.3				
	Travellers Branch					0.0	-0.0				
	Commercial and Trade Branch										
	Intelligence & Enforcement Branch	0.2			0.2	0.4	-0.2	-153.2%			
	Northern Ontario Region		0.0		-0.0						0.2
	Greater Toronto Area Region										0.0
	Reserve	12.6			12.6		12.6	100.0%	10.1		
	Corporate Adjustment		0.0		-0.0						0.2
	Vote 5 Total - Financial System as at Oct 1	14.1	0.5		13.6	0.7	13.5	95.4%	10.6	3.4%	0.2
Vote 5 (anticipated)	Anticipated Adjustments										
	Vote 5 Regular Base Total	14.1	0.5		13.6	0.7	13.5	95.4%		3.4%	0.2
	Regular Base Grand Total	1,433.3	1,040.3	125.3	267.7	1,382.7	50.6	3.5%		72.6%	1,437.9



Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Alternatives to Detention	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.0	0.0		0.0		0.0	0.0%	0.0	0.0%	0.2
			Information, Science & Technology Branch	0.0	0.0	0.0	-0.0		0.0	0.0%	0.0	0.0%	0.3
			Intelligence & Enforcement Branch	5.4	3.0	2.4	-0.0	5.3	0.1	2.6%	0.0	55.4%	3.8
			Atlantic Region	0.1	0.1		0.0	0.1	-0.0	-10.6%	0.0	75.1%	0.1
			Quebec Region	0.4	0.3	0.0	0.1	0.4	0.0	0.0%	0.0	82.7%	0.5
			Northern Ontario Region	0.1	0.1	0.0	-0.0	0.1	0.0	9.3%	0.0	103.7%	0.1
			Greater Toronto Area Region	1.0	0.5	0.0	0.5	1.0	0.0	0.0%	0.0	52.1%	1.0
			Southern Ontario Region	0.1	0.0		0.1	0.1	-0.0	-0.0%	0.0	37.6%	0.1
			Prairie Region	0.3	0.2		0.2	0.3	-0.0	-0.0%	0.0	51.8%	0.3
			Pacific Region	0.4	0.2	0.0	0.1	0.4	-0.0	-0.0%	0.0	68.6%	0.3
			Unallocated Project	0.6			0.6		0.6	100.0%	0.5	0.0%	
			Alternatives to Detention Total			8.3	4.4	2.5	1.4	7.6	0.7	8.4%	0.3
	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	Strategic Policy Branch	1.6	0.6		1.1	1.5	0.1	8.3%	0.1	34.5%	
			Information, Science & Technology Branch	2.9	0.7		2.2	3.5	-0.6	-22.4%	0.0	24.1%	0.1
			Commercial and Trade Branch	1.6	0.9	0.1	0.6	1.3	0.3	18.0%	0.2	57.1%	0.0
			Intelligence & Enforcement Branch	0.2		0.1	0.1	0.2	0.1	25.3%	0.0	0.0%	
			Greater Toronto Area Region	0.1	0.1		0.0	0.1	-0.0	-0.0%	0.0	73.5%	
			Unallocated Project	0.7			0.7		0.7	100.0%	0.7	0.0%	
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
	E-Commerce Risk Assessment-Postal & LVS Total			7.1	2.2	0.2	4.7	6.6	0.6	7.8%	0.2	31.1%	0.1
	eManifest	Commercial and Trade Branch	CARM Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
			Finance & Corporate Management Branch	0.2	0.0		0.2	0.0	0.2	91.1%	0.2	12.7%	0.1
			Strategic Policy Branch	1.8	1.6	0.1	0.1	1.8	0.0	0.3%	0.0	87.5%	1.8
			Information, Science & Technology Branch	46.0	33.8	3.8	8.4	45.8	0.2	0.4%	0.0	73.5%	43.0
			Commercial and Trade Branch	6.1	3.9	0.2	2.0	5.6	0.5	7.5%	0.2	63.5%	4.2
			Intelligence & Enforcement Branch	8.4	3.5	1.1	3.8	7.4	1.0	12.1%	0.6	42.1%	5.8
			Atlantic Region				0.0		0.0	0.0%	0.0	0.0%	0.0
			Unallocated Project	19.0			19.0		19.0	100.0%	18.1	0.0%	
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
	eManifest Total			81.6	42.8	5.1	33.6	60.7	20.9	25.6%	16.8	52.5%	54.9
	Guns and Gangs	Commercial and Trade Branch	Audit & Evaluation	0.0			0.0		0.0	0.0%	0.0	0.0%	
			Finance & Corporate Management Branch	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Human Resources Branch	1.3	0.0		1.3	0.0	1.3	97.7%	1.2	0.1%	0.4
			Information, Science & Technology Branch	1.7	0.2	0.1	1.4	1.0	0.7	40.0%	0.6	13.6%	0.6
			Travellers Branch	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Commercial and Trade Branch	1.5	0.1	0.0	1.4	0.4	1.2	75.4%	1.1	6.1%	0.2
			Intelligence & Enforcement Branch	0.1	0.0		0.1		0.1	100.0%	0.1	0.0%	0.2
			Atlantic Region	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Quebec Region	0.1	0.0		0.0	0.1	0.0	0.0%	0.0	42.7%	0.0
			Northern Ontario Region	0.1	0.1	0.0	0.0	0.1	-0.0	-3.8%	0.0	54.2%	0.0
			Greater Toronto Area Region	0.1	0.0	0.0	0.1	0.1	0.0	0.0%	0.0	19.7%	
			Southern Ontario Region	0.1	0.0	0.0	0.1	0.1	-0.0	-0.0%	0.0	8.3%	0.0
			Prairie Region	0.2	0.1	0.0	0.1	0.2	0.1	31.7%	0.1	45.2%	0.0
			Pacific Region	0.1	0.1	0.0	0.0	0.1	0.0	0.0%	0.0	54.7%	0.0
			Reserve	0.2			0.2		0.2	100.0%	0.2	0.0%	
			Corporate Adjustment		0.0		0.0		0.0	0.0%	0.0	0.0%	0.1
	Guns and Gangs Total			5.6	0.6	0.1	4.9	2.1	3.6	63.3%	3.3	10.6%	1.4
	Opioid / Fentanyl	Commercial and Trade Branch	Finance & Corporate Management Branch	0.1	0.1	0.0	0.0	0.1	0.0	2.2%	0.0	63.1%	0.1
			Human Resources Branch	0.4	0.0	0.0	0.4		0.4	100.0%	0.4	0.2%	0.3
			Information, Science & Technology Branch	1.8	0.9	0.0	0.9	1.4	0.4	21.0%	0.3	47.8%	1.2
			Commercial and Trade Branch	3.3	0.1	0.3	2.9	0.6	2.7	81.3%	2.5	2.8%	0.3
			Intelligence & Enforcement Branch	0.5	0.1	0.0	0.3	0.5	-0.0	-1.6%	0.0	30.4%	0.1
			Quebec Region	0.1	0.1	0.0	0.1	0.1	0.0	1.4%	0.0	39.2%	0.1
			Northern Ontario Region	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Greater Toronto Area Region	0.1	0.1	0.0	0.1	0.1	-0.0	-0.0%	0.0	46.2%	0.1
			Pacific Region	0.1	0.1	0.0	0.0	0.1	0.0	0.2%	0.0	54.8%	0.1
			Corporate Adjustment				0.0		0.0	0.0%	0.0	0.0%	0.0
	Opioid / Fentanyl Total			6.6	1.4	0.5	4.8	3.1	3.5	53.2%	3.2	20.9%	2.3

PROTECTION • SERVICE • INTEGRITY



Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Security Certificate Division 9	Intelligence & Enforcement Branch	Legal	0.0	0.0	0.0	-0.0	0.0	0.0	0.0%	0.0	117.2%	0.0
			Strategic Policy Branch	0.1	0.1		0.0	0.1	0.0	36.1%	0.0	60.7%	0.1
			Intelligence & Enforcement Branch	1.6	1.0	0.1	0.5	1.6	-0.0	-0.4%	0.0	64.9%	1.0
			Quebec Region				0.0		0.0	0.0%	0.0	0.0%	0.0
			Northern Ontario Region	0.6	0.3	0.0	0.2	0.5	0.0	4.5%	0.0	57.0%	0.6
			Greater Toronto Area Region	0.6	0.3	0.0	0.2	0.6	0.0	0.0%	0.0	60.2%	0.4
			Reserve	0.1			0.1		0.1	100.0%	0.1	0.0%	
	Corporate Adjustment						0.0		0.0	0.0%	0.0	0.0%	0.4
	Security Certificate Division 9 Total			2.9	1.8	0.1	1.0	2.8	0.1	4.4%	0.0	60.9%	2.4
	African Swine Fever	Commercial and Trade Branch	Finance & Corporate Management Branch	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Human Resources Branch	2.3	0.2	0.1	2.0	0.6	1.7	73.8%	1.5	8.6%	0.8
			Travellers Branch	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Commercial and Trade Branch	0.6	0.2	0.0	0.4	0.5	0.0	8.2%	0.0	30.4%	0.3
			Quebec Region	0.8	0.1	0.0	0.7	0.2	0.6	75.2%	0.5	8.5%	0.1
			Greater Toronto Area Region	1.7	0.5	0.1	1.1	1.3	0.4	23.2%	0.3	28.9%	0.4
			Pacific Region	1.4	0.3	0.1	1.0	1.0	0.4	26.9%	0.3	18.9%	0.3
	Reserve			0.3			0.3		0.3	100.0%	0.3	0.0%	
	Corporate Adjustment						0.0		0.0	0.0%	0.0	0.0%	0.0
	African Swine Fever Total			7.1	1.2	0.2	5.7	3.6	3.5	49.0%	3.1	16.7%	1.8
	Irregular Migration & Incremental Asylum	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.1	0.1		0.0	0.1	0.0	0.1%	0.0	66.7%	0.1
			Human Resources Branch	0.1	0.0	0.0	0.1	0.1	-0.0	-37.6%	0.0	1.1%	1.7
			Strategic Policy Branch	2.1	1.1	0.1	0.8	1.7	0.4	18.6%	0.3	55.2%	0.7
			Information, Science & Technology Branch	0.2	0.1		0.1	0.3	-0.1	-69.9%	0.0	50.1%	
			Travellers Branch				0.0		0.0	0.0%	0.0	0.0%	0.2
			Intelligence & Enforcement Branch	5.5	2.4	0.3	2.8	4.5	1.0	18.2%	0.7	43.3%	4.5
			Atlantic Region	0.4	0.1	0.0	0.2	0.2	0.2	52.1%	0.2	32.3%	0.2
			Quebec Region	26.3	7.5	7.3	11.5	17.6	8.7	33.0%	7.3	28.5%	30.0
			Northern Ontario Region	1.9	1.0	0.0	0.9	1.8	0.1	6.4%	0.0	51.2%	0.9
			Greater Toronto Area Region	6.0	2.9	0.0	3.1	6.3	-0.2	-3.5%	0.0	48.0%	9.0
			Southern Ontario Region	0.1	0.2		-0.0	0.2	-0.1	-53.3%	0.0	121.0%	0.4
			Prairie Region	4.5	0.3	0.3	3.9	1.6	2.9	64.4%	2.7	7.2%	2.9
			Pacific Region	1.6	0.9	0.2	0.5	1.8	-0.2	-13.7%	0.0	56.6%	0.9
			Unallocated Project	88.5			88.5		88.5	100.0%	84.1	0.0%	
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
			Corporate Adjustment						0.0		0.0	0.0%	0.0
	Irregular Migration & Incremental Asylum Total			137.3	16.6	8.2	112.6	36.3	101.1	73.6%	94.2	12.1%	51.4
	Efficiency and Modernization Program	Finance & Corporate Management Branch	Finance & Corporate Management Branch	5.9	0.3	0.0	5.6	1.5	4.4	74.1%	4.1	5.1%	0.4
			Human Resources Branch	0.0	0.0	0.0	-0.0	0.0	-0.0	-52.1%	0.0	106.4%	
			Information, Science & Technology Branch	0.1	0.1	0.0	0.0	0.1	0.0	28.1%	0.0	49.6%	
			Chief Transformation Officer Branch	0.9	0.5	0.2	0.1	0.9	0.0	0.7%	0.0	59.8%	0.7
			Travellers Branch	0.0	0.0	0.0	-0.0	0.0	-0.0	-52.5%	0.0	84.1%	
			Commercial and Trade Branch	0.1	0.1	0.0	-0.0	0.1	-0.0	-8.4%	0.0	154.0%	
			Intelligence & Enforcement Branch	0.0	0.0	0.0	0.0	0.0	0.0	47.3%	0.0	71.6%	
			Atlantic Region	0.0	0.0	0.0	-0.0	0.0	-0.0	-104.2%	0.0	147.7%	
			Quebec Region	0.0	0.1	0.0	-0.1	0.1	-0.1	-327.2%	0.0	251.1%	
			Northern Ontario Region	0.0	0.0	0.0	0.0	0.0	0.0	43.3%	0.0	100.0%	
			Greater Toronto Area Region	0.0	0.0	0.0	-0.0	0.0	-0.0	-194.1%	0.0	196.8%	
			Southern Ontario Region	0.0			0.0	0.0	0.0	0.0%	0.0	0.0%	
			Prairie Region	0.0		0.0	0.0	0.0	0.0	26.6%	0.0	0.0%	
			Pacific Region	0.0	0.0	0.0	0.0	0.0	0.0	0.0%	0.0	90.9%	
			Unallocated Project	0.0			0.0		0.0	0.0%	0.0	0.0%	
			Reserve			0.0			0.0		0.0	0.0%	0.0
	Efficiency and Modernization Program Total			7.1	1.2	0.3	5.7	2.8	4.3	60.1%	3.9	16.4%	1.1



Initiatives - Vote 1

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Enterprise Data Analytics	Strategic Policy Branch	Finance & Corporate Management Branch	0.3	0.3		-0.0	0.3	-0.0	-0.1%	0.0	100.1%	
			Strategic Policy Branch	11.4	2.9	0.2	8.3	9.3	2.1	18.2%	1.5	25.8%	2.7
			Information, Science & Technology Branch	0.7	0.4		0.3	0.7	-0.0	-0.0%	0.0	62.7%	2.6
			Commercial and Trade Branch	0.7		0.7	0.0	0.7	0.0	1.3%	0.0	0.0%	1.2
			Intelligence & Enforcement Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
			Unallocated Project	0.9			0.9		0.9	100.0%	0.9	0.0%	
	Enterprise Data Analytics Total			14.2	3.7	0.9	9.5	11.1	3.0	21.5%	2.3	26.4%	6.5
	Trade Base Money Laundering	Intelligence & Enforcement Branch	Intelligence & Enforcement Branch	1.4	0.8	0.0	0.5	1.4	0.0	1.1%	0.0	58.9%	
			Quebec Region	0.0	0.0	0.0	0.0	0.0	0.0	13.0%	0.0	21.7%	
			Northern Ontario Region		-0.0		0.0		0.0	0.0%	0.0	0.0%	
			Southern Ontario Region	0.0		0.0	0.0	0.0	0.0	0.0%	0.0	0.0%	
			Prairie Region	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Reserve	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Corporate Adjustment	0.0			0.0		0.0	0.0%	0.0	0.0%	
	Trade Base Money Laundering Total			1.4	0.8	0.0	0.6	1.4	0.1	3.9%	0.0	57.0%	
	Human Trafficking	Intelligence & Enforcement Branch	Human Resources Branch	0.1			0.1	0.0	0.0	69.3%	0.0	0.0%	
			Strategic Policy Branch	0.3	0.1	0.0	0.2	0.1	0.2	76.6%	0.2	44.7%	
			Intelligence & Enforcement Branch	0.8	0.3	0.0	0.6	0.5	0.3	41.7%	0.3	33.3%	
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
	Human Trafficking Total			1.2	0.4	0.0	0.8	0.6	0.6	51.8%	0.6	34.8%	
	Innovation Solutions Canada	Chief Transformation Officer Branch	Strategic Policy Branch	0.2		0.2	0.0	0.2	0.0	0.0%	0.0	0.0%	
			Information, Science & Technology Branch	0.3	0.1		0.2	0.3	0.0	0.0%	0.0	34.6%	
	Innovation Solutions Canada Total			0.4	0.1	0.2	0.2	0.4	0.0	0.0%	0.0	20.8%	
	Federal Contaminated Sites Action Plan	Finance & Corporate Management Branch	Finance & Corporate Management Branch	0.4	0.1	0.3	0.0	0.3	0.1	16.9%	0.0	23.3%	
	Federal Contaminated Sites Action Plan Total			0.4	0.1	0.3	0.0	0.3	0.1	16.9%	0.0	23.3%	
	Immigration Consultants (IC)	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.4			0.4		0.4	100.0%	0.4	0.0%	
			Information, Science & Technology Branch	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Intelligence & Enforcement Branch	0.0			0.0		0.0	100.0%	0.0	0.0%	
			Quebec Region	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Greater Toronto Area Region	0.3		0.0	0.2	0.1	0.2	59.2%	0.1	0.0%	
Prairie Region			0.1			0.1		0.1	100.0%	0.1	0.0%		
Pacific Region			0.3			0.3		0.3	100.0%	0.3	0.0%		
Immigration Consultants (IC) Total			1.4		0.0	1.4	0.1	1.3	92.6%	1.2	0.0%		
Strengthening DDP/DRP Program	Commercial and Trade Branch	Commercial and Trade Branch	0.9	0.6		0.3	0.9	-0.0	-0.0%	0.0	62.6%	0.8	
		Quebec Region	0.6	0.2	0.0	0.3	0.5	0.0	5.0%	0.0	41.8%	0.5	
		Greater Toronto Area Region	0.8	0.6	0.0	0.2	0.8	-0.0	-0.0%	0.0	74.7%	0.7	
		Prairie Region	0.1	0.1	0.0	0.1	0.1	0.0	19.8%	0.0	47.2%	0.0	
		Pacific Region	0.1	0.1		0.1	0.1	0.0	22.0%	0.0	59.1%	0.1	
Strengthening DDP/DRP Program Total			2.5	1.5	0.0	1.0	2.4	0.1	3.3%	0.0	60.7%	2.2	
Vote 1 Total - Financial System as at Oct 1			285.1	78.8	18.6	187.7	141.8	143.3	50.3%	129.1	27.6%	130.9	
Vote 1 Initiatives Total			285.1	78.8	18.6	187.7	141.8	143.3	50.3%	129.1	27.6%	130.9	



Initiatives - Vote 5

In Millions

Vote	Initiatives	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 5 (in system)	E-Commerce Risk Assessment-Postal & LVS	Commercial and Trade Branch	Strategic Policy Branch		-0.0	0.0	-0.0		0.0	0.0%	0.0	0.0%	0.0
			Information, Science & Technology Branch		0.0		-0.0	0.0	-0.0	0.0%	0.0	0.0%	0.0
			Commercial and Trade Branch		0.1	0.1	-0.2		0.0	0.0%	0.0	0.0%	0.0
			Reserve	0.0			0.0		0.0	0.0%	0.0	0.0%	
	E-Commerce Risk Assessment-Postal & LVS Total			0.0	0.1	0.1	-0.3	0.0	-0.0	0.0%	0.0	0.0%	0.0
	eManifest	Commercial and Trade	Information, Science & Technology Branch			0.0	0.0		0.0	0.0%	0.0	0.0%	
	eManifest Total					0.0	0.0		0.0	0.0%	0.0	0.0%	
	Guns and Gangs	Commercial and Trade Branch	Finance & Corporate Management Branch	0.4		0.3	0.2	0.5	-0.0	-5.5%	0.0	0.0%	0.5
			Information, Science & Technology Branch	0.9	0.8	0.0	0.1	0.8	0.1	12.9%	0.0	85.2%	1.1
			Commercial and Trade Branch	6.6	0.0	0.2	6.4	0.1	6.5	99.1%	5.2	0.0%	0.0
			Reserve	0.0			0.0		0.0	100.0%	0.0	0.0%	
	Guns and Gangs Total			8.0	0.8	0.4	6.8	1.4	6.7	83.1%	5.1	10.1%	1.7
	Opioid / Fentanyl	Commercial and Trade Branch	Finance & Corporate Management Branch				0.0		0.0	0.0%	0.0	0.0%	0.0
			Human Resources Branch	0.1			0.1		0.1	100.0%	0.1	0.0%	
			Information, Science & Technology Branch	0.4	0.4	0.0	-0.0	0.4	-0.0	-4.4%	0.0	104.4%	1.4
			Commercial and Trade Branch	2.1	0.2	0.7	1.2	1.3	0.8	38.4%	0.4	10.3%	0.0
	Opioid / Fentanyl Total			2.6	0.6	0.7	1.3	1.7	0.9	34.7%	0.4	22.9%	1.4
	African Swine Fever	Commercial and Trade Branch	Finance & Corporate Management Branch				0.0		0.0	0.0%	0.0	0.0%	1.1
	African Swine Fever Total						0.0		0.0	0.0%	0.0	0.0%	1.1
	Irregular Migration & Incremental Asylum	Intelligence & Enforcement Branch	Finance & Corporate Management Branch	0.3	0.1	0.1	0.1	0.3	-0.0	-1.4%	0.0	35.5%	
			Quebec Region				0.0		0.0	0.0%	0.0	0.0%	0.1
			Unallocated Project	6.1			6.1		6.1	100.0%	4.9	0.0%	
	Irregular Migration & Incremental Asylum Total			6.3	0.1	0.1	6.1	0.3	6.1	96.0%	4.8	1.4%	0.1
Vote 5 Initiatives Total			16.9	1.6	1.3	14.0	3.3	13.6	80.5%	10.2	9.6%	4.2	
Initiatives Grand Total			302.0	80.4	19.9	201.7	145.1	156.9	52.0%		26.6%	135.1	



Projects Financial Situation – Vote 1

In Millions

Base Breakdown	Project	Project OPI Branch	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V1	Development / Maintenance			
								Net Position		Unallocated projects	
								Development	Maintenance	Development	Maintenance
Projects - TB Funded	All Weather Facility	Finance & Corporate Management Branch	0.3	0.3	0.0	1.1%	0.0	0.0		0.0	
	Asylum Interoperability Project (AIP)	Intelligence & Enforcement Branch	6.9	4.0	2.9	41.4%	2.5	2.9		2.1	
	Biometrics Expansion	Travellers Branch	9.5	3.7	5.8	61.1%	5.3	5.8	-0.0	5.8	0.0
	BTB - Lacolle Traveller	Finance & Corporate Management Branch	0.0		0.0	100.0%	0.0	0.0		0.0	
	BTB - North Portal	Finance & Corporate Management Branch	0.0	0.4	-0.4	0.0%	0.0	-0.4		0.0	
	CARM	CARM Branch	42.3	6.8	35.4	83.8%	33.3	13.9	21.5	13.9	21.5
	Entry-Exit	Travellers Branch	10.3	7.5	2.9	27.7%	2.4	4.9	-2.1	5.5	4.7
	Gordie Howe International Bridge POE	Finance & Corporate Management Branch	1.2	0.9	0.3	24.9%	0.2	0.3		0.0	
	ICSI - Marine Container Examination	Commercial and Trade Branch	14.4	4.3	10.1	70.5%	9.4	8.2	1.9	8.2	1.4
	Integrated Staffing Solution (ISS)	Human Resources Branch	0.4	0.4	0.1	17.3%	0.1	0.1		0.0	
	Interactive Advance Passenger Information	Travellers Branch	3.7	3.7	-0.0	-0.2%	0.0		-0.0	0.0	0.0
	Passenger Protect Program	Travellers Branch	0.7	0.7	0.0	5.6%	0.0	0.0		0.0	
	POEMS (Port of Entry Management System)	Commercial and Trade Branch	0.2	0.3	-0.2	-117.3%	0.0	-0.3	0.1	0.0	0.2
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	1.6	1.5	0.1	8.1%	0.0		0.1	0.0	0.1
	RFID Initiative	Travellers Branch	0.2	0.2	0.0	18.0%	0.0		0.0		0.2
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	7.7	6.6	1.1	14.2%	0.7	0.3	0.8	0.1	0.6
	Trusted Trader - FAST	Commercial and Trade Branch	1.2	1.2	-0.0	-1.2%	0.0	0.0	-0.0	0.0	0.0
Projects - TB Funded Total			100.6	42.4	58.2	57.8%	53.2	35.8	22.4	35.7	28.7
Projects - Internally Funded	Accelerated Radio Deployment Program	Information, Science & Technology Branch	7.7	9.6	-1.9	-24.7%	0.0	-1.9		0.0	
	Canadian Export Reporting System	Commercial and Trade Branch	3.8	3.8	0.0	0.1%	0.0	0.0	-0.0	1.7	0.4
	Cargo Preclearance	Commercial and Trade Branch	1.0	0.7	0.3	26.3%	213,751	0.3		0.1	
	Chain of Trust - Advance Traveller Information	Travellers Branch	1.4	1.7	-0.3	-20.6%	0.0	-0.3		1.4	
	Dynamic Risking	Travellers Branch	6.0	3.0	3.0	50.3%	2.7	3.0		2.8	
	Enterprise Case Management Solution	Information, Science & Technology Branch	0.8	1.4	-0.6	-73.2%	0.0	-0.6		0.0	
	ERASS 2	Information, Science & Technology Branch	0.5	0.5	0.0	6.6%	0.0	0.0	0.0	0.0	0.0
	Land Border Crossing Project	Finance & Corporate Management Branch	4.8	7.1	-2.3	-49.2%	0.0	-2.3		0.0	
	Master Data Management	Information, Science & Technology Branch	5.1	4.3	0.8	16.1%	0.6	0.0	0.8		0.0
	Mobile Border	Travellers Branch	1.0	0.6	0.4	40.5%	0.4	0.4		0.9	
	Next Handheld Device	Travellers Branch	1.9	1.6	0.3	16.5%	0.2	0.3		1.0	
	Nexus Modernization	Travellers Branch	0.4	0.2	0.3	59.9%	0.2	0.0	0.2	0.1	0.4
	Pay Modernization	Human Resources Branch	0.8	0.6	0.3	32.6%	0.2		0.3		0.0
	Primary Inspection Kiosk 1.0	Travellers Branch	1.7	1.7	0.0	0.5%	0.0	0.0	0.0		0.0
	Right Touch Processing - Air	Travellers Branch	1.2	1.7	-0.5	-42.0%	0	-0.5		0.0	
	Right Touch Processing - Land	Travellers Branch	1.6	1.3	0.4	22.5%	283,206	0.4		0.0	
	SAP S/4 - Ariba	Finance & Corporate Management Branch	0.8	1.2	-0.4	-46.1%	0	-0.4			
	Secure Corridor Concept	Commercial and Trade Branch	0.2	0.0	0.2	95.6%	0.2	0.2		0.2	
	Service Oriented Architecture	Information, Science & Technology Branch	2.8	2.4	0.4	12.8%	0.2	0.0	0.3	0.0	0.0
	Travellers Preclearance	Travellers Branch	1.3	0.0	1.3	97.3%	1.2	1.3		1.3	
Projects - Internally Funded Total			45.0	43.4	1.6	3.6%	0	-0.0	1.7	9.4	0.8
Grand Total			145.7	85.8	59.8	41.1%	52.6	35.7	24.1	45.2	29.5



Projects Financial Situation – Vote 5

In Millions

Base Breakdown	Project	Project OPI Branch	Budget	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk V5
Projects - TB Funded	All Weather Facility	Finance & Corporate Management Branch	5.7	5.6	0.2	3.0%	0.0
	Biometrics Expansion	Travellers Branch	2.3		2.3	100.0%	1.8
	BTB - North Portal	Finance & Corporate Management Branch	6.4	7.0	-0.5	-7.9%	0.0
	CARM	CARM Branch	75.0	50.4	24.6	32.8%	9.6
	Entry-Exit	Travellers Branch	2.3	3.8	-1.5	-63.5%	0.0
	ICSI - Marine Container Examination	Commercial and Trade Branch	5.2	0.1	5.1	98.6%	4.1
	Integrated Staffing Solution (ISS)	Human Resources Branch	1.2	1.5	-0.3	-20.3%	0.0
	Interactive Advance Passenger Information	Travellers Branch	0.0	0.0	0.0	0.0%	0.0
	Passenger Protect Program	Travellers Branch	9.2	9.2	-0.0	-0.3%	0.0
	Postal Modernization Initiative (PMI)	Commercial and Trade Branch	2.0	2.5	-0.5	-26.2%	0.0
	Strengthening the National Immigration Detention Framework	Intelligence & Enforcement Branch	35.3	31.6	3.7	10.4%	0.0
	Trusted Trader - FAST	Commercial and Trade Branch	0.8	0.2	0.5	68.4%	0.4
Projects - TB Funded Total			145.5	111.9	33.6	23.1%	4.5
Projects - Internally Funded	Accelerated Radio Deployment Program	Information, Science & Technology Branch	1.3	1.0	0.3	21.5%	0.0
	Canadian Export Reporting System	Commercial and Trade Branch	1.7	1.4	0.3	15.5%	0.0
	Cargo Preclearance	Commercial and Trade Branch	0.0		0.0	100.0%	0.0
	Chain of Trust - Advance Traveller Information	Travellers Branch	0.5	0.9	-0.4	-99.2%	0.0
	Dynamic Risking	Travellers Branch	0.2	0.2	0.0	0.0%	0.0
	Enterprise Case Management Solution	Information, Science & Technology Branch	2.1	2.1	-0.0	-0.3%	0.0
	Mobile Border	Travellers Branch	2.7	2.2	0.5	19.0%	0.0
	Next Handheld Device	Travellers Branch	1.0	1.1	-0.1	-9.1%	0.0
	Nexus Modernization	Travellers Branch	0.7	0.6	0.1	18.9%	0.0
	Planning Budgeting and Forecasting	Finance & Corporate Management Branch	0.4	0.4	-0.0	-0.1%	0.0
	Right Touch Processing - Air	Travellers Branch	1.3	0.1	1.2	93.1%	1.0
	Right Touch Processing - Land	Travellers Branch	6.9		6.9	100.0%	5.5
	SAP S/4 - Ariba	Finance & Corporate Management Branch	2.8	1.6	1.3	45.4%	0.7
	Secure Corridor Concept	Commercial and Trade Branch	1.8	1.2	0.6	30.6%	0.2
	Travellers Preclearance	Travellers Branch	0.3		0.3	100.0%	0.2
Projects - Internally Funded Total			23.7	12.8	10.8	45.8%	6.1
Grand Total			169.2	124.8	44.4	26.3%	10.6

Development / Maintenance			
Net Position		Unallocated projects	
Development	Maintenance	Development	Maintenance
0.2		0.0	
1.3	1.0	1.3	0.9
-0.5		0.0	
24.6		24.6	
-1.5		1.3	
5.1		5.1	
-0.3		0.0	
0.0		0.0	
-0.0		0.1	
-0.5		0.0	
3.7		0.6	
0.5		0.4	
32.6	1.0	33.3	0.9
0.3		0.3	
0.3		0.5	
0.0		0.0	
-0.4		0.5	
0.0		0.0	
-0.0		0.0	
0.5		2.5	
-0.1		0.9	
0.1		0.7	
-0.0		0.0	
1.2		0.0	
6.9		0.0	
1.3			
0.6		0.4	
0.3		0.3	
10.8	0.0	6.1	0.0
43.4	1.0	39.4	0.9



Unallocated Projects Status

Item (in thousands)	Unallocated Budget Q2	Carryforward Request	Reprofile Request	Budget Allocation during Q3	Outstanding Budget Allocation
TB Funded Projects - Vote 1 & 5					
Asylum Interoperability Project (AIP)	2,117	0	2,117	0	0
Biometrics Expansion	8,017	0	0	8,017	0
BTB - Lacolle Traveller	30	0	30	0	0
CARM	60,029	0	60,029	0	0
Entry-Exit	11,569	0	3,332	0	8,237
Gordie Howe International Bridge POE	15	0	15	0	0
ICSI - Marine Container Examination	14,727	1,379	13,348	0	0
Passenger Protect Program	55	0	55	0	0
POEMS (Port of Entry Management System)	156	36	0	0	120
Postal Modernization Initiative (PMI)	90	90	0	0	0
RFID Initiative	189	0	0	0	189
Strengthening the National Immigration Detention Framework	1,278	593	685	0	0
Trusted Trader - FAST	383	376	0	0	7
Total - TB Funded Project	98,656	2,475	79,611	8,017	8,553
Internally Funded Project - Vote 1 & 5					
Accelerated Radio Deployment Program	277	0	277	0	0
Canadian Export Reporting System	2,617	109	0	2,508	0
Cargo Preclearance	85	85	0	0	0
Chain of Trust - Advance Traveller Information	1,895	0	549	-662	2,008
Dynamic Risking*	2,775	0	2,775	0	0
Mobile Border*	3,426	0	860	2,565	0
Next Handheld Device	1,908	0	170	1,730	7
Nexus Modernization	1,128	386	0	50	692
Secure Corridor Concept	636	0	636	0	0
Travellers Preclearance	1,554	0	1,554	0	0
Total - Internally Funded Project	16,300	581	6,820	6,192	2,707
Grand Total	114,956	3,056	86,432	14,209	11,260



Controlled Funds – Vote 1

In Millions

Vote	Control Fund	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1 (in system)	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Atlantic Region		0.0	0.0	-0.0	0.1	-0.1	0.0%	0	0.0%	
			Finance & Corporate Management Branch	1.8	0.4	0.1	1.3	1.8	-0.0	-0.0%	0	22.0%	
			Information, Science & Technology Branch		0.1		-0.1		0.0	0.0%	0	0.0%	
			Northern Ontario Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Pacific Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Prairie Region			0.0	0.0	0.1	-0.1	0.0%	0	0.0%	
	Closed Circuit Television Mgmt (CCTV) Total			1.8	0.5	0.1	1.2	2.0	-0.2	-9.9%	0	28.1%	
	CRA Regional Serv.MOU Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	27.0	15.2	0.0	11.9	27.0	0.0	0.0%	0	56.1%	25.9
	CRA Regional Serv.MOU Controlled Fund Total			27.0	15.2	0.0	11.9	27.0	0.0	0.0%	0	56.1%	25.9
	Defensive Equipment CF	Human Resources Branch	Human Resources Branch	3.1	1.5	0.6	1.0	2.4	0.7	22.5%	537,633	47.6%	2.9
	Defensive Equipment CF Total			3.1	1.5	0.6	1.0	2.4	0.7	22.5%	537,633	47.6%	2.9
	Detection Technology & Lab CF	Information, Science & Technology Branch	Information, Science & Technology Branch	7.3	3.4	5.3	-1.4	7.1	0.2	3.3%	0	45.9%	5.9
			Quebec Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
	Detection Technology & Lab CF Total			7.3	3.4	5.3	-1.4	7.1	0.2	3.3%	0	45.9%	5.9
	Fleet Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	1.4	1.3	0.5	-0.3	1.7	-0.3	-23.0%	0	90.3%	1.5
	Fleet Controlled Fund Total			1.4	1.3	0.5	-0.3	1.7	-0.3	-23.0%	0	90.3%	1.5
	Imm. Refugees & Citizenship Canada - CF	Information, Science & Technology Branch	Information, Science & Technology Branch	8.2	4.4		3.8	8.1	0.1	1.2%	0	54.2%	
	Imm. Refugees & Citizenship Canada - CF Total			8.2	4.4		3.8	8.1	0.1	1.2%	0	54.2%	
	IT Asset Lifecycle Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	8.8	4.4	0.1	4.3	8.8	0.0	0.0%	0	49.7%	6.3
	IT Asset Lifecycle Controlled Fund Total			8.8	4.4	0.1	4.3	8.8	0.0	0.0%	0	49.7%	6.3
	Personal Protection Equipment Fund	Finance & Corporate Management Branch	Atlantic Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Audit & Evaluation		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			CARM Branch		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Chief Transformation Officer Branch		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Commercial and Trade Branch		0.1	0.0	-0.1	0.0	-0.0	0.0%	0	0.0%	
			Finance & Corporate Management Branch	5.4	4.7	1.0	-0.3	7.9	-2.5	-46.7%	0	86.6%	
			Greater Toronto Area Region		0.1	0.0	-0.2		0.0	0.0%	0	0.0%	
			Human Resources Branch		0.1	0.1	-0.2		0.0	0.0%	0	0.0%	
			Information, Science & Technology Branch		0.1	0.1	-0.2		0.0	0.0%	0	0.0%	
			Intelligence & Enforcement Branch		0.0	0.0	-0.1	0.0	-0.0	0.0%	0	0.0%	
			Legal		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Northern Ontario Region		0.0	0.0	-0.1		0.0	0.0%	0	0.0%	
			Pacific Region		0.0	0.1	-0.1		0.0	0.0%	0	0.0%	
			Prairie Region		0.1	0.1	-0.1		0.0	0.0%	0	0.0%	
			President's Office		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Quebec Region		0.2	0.1	-0.2		0.0	0.0%	0	0.0%	
			Southern Ontario Region		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	
			Strategic Policy Branch		0.1	0.0	-0.1		0.0	0.0%	0	0.0%	
			Travellers Branch		0.0	0.0	-0.1		0.0	0.0%	0	0.0%	
	Personal Protection Equipment Fund Total			5.4	5.6	1.5	-1.7	7.9	-2.5	-46.8%	0	103.7%	
	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	46.2	28.7	17.3	0.3	47.2	-0.9	-2.0%	0	62.0%	43.4
			Information, Science & Technology Branch		0.0	0.0	-0.0		0.0	0.0%	0	0.0%	0.0
	POE Infrastructure Controlled Fund Total			46.2	28.7	17.3	0.3	47.2	-0.9	-2.0%	0	62.0%	43.4
	Public Services and Procurement Canada	Information, Science & Technology Branch	Information, Science & Technology Branch	2.0	1.8	0.0	0.2	2.0	0.0	0.0%	0	89.5%	
	Public Services and Procurement Canada (PSPC) - Controlled Fund Total			2.0	1.8	0.0	0.2	2.0	0.0	0.0%	0	89.5%	
	Radio Controlled Fund	Information, Science & Technology Branch	Atlantic Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Greater Toronto Area Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Information, Science & Technology Branch	5.2	1.8	5.0	-1.6	4.9	0.2	4.6%	0	35.5%	6.1
			Northern Ontario Region		0.0		0.0		0.0	0.0%	0	0.0%	
			Pacific Region		0.0		-0.0		0.0	0.0%	0	0.0%	
			Prairie Region		0.0		0.0		0.0	0.0%	0	0.0%	
			Quebec Region		0.0		0.0		0.0	0.0%	0	0.0%	
			Southern Ontario Region		0.0		0.0		0.0	0.0%	0	0.0%	
	Radio Controlled Fund Total			5.2	1.9	5.0	-1.7	4.9	0.2	4.6%	0	36.7%	6.1
	Shared Infrastructure Platform (SIP)	Information, Science & Technology Branch	Information, Science & Technology Branch	23.4	8.9	16.7	-2.3	23.4	0.0	0.0%	0	38.3%	25.0
	Shared Infrastructure Platform (SIP) Total			23.4	8.9	16.7	-2.3	23.4	0.0	0.0%	0	38.3%	25.0
	Shared Services Canada - Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	11.2	5.6	1.4	4.2	10.8	0.4	3.3%	0	49.7%	
	Shared Services Canada - Controlled Fund Total			11.2	5.6	1.4	4.2	10.8	0.4	3.3%	0	49.7%	
	Uniform Program	Travellers Branch	Travellers Branch	7.2	3.6	5.0	-1.4	7.2	0.0	0.0%	0	50.4%	
	Uniform Program Total			7.2	3.6	5.0	-1.4	7.2	0.0	0.0%	0	50.4%	
	Vote 1 Total			158.3	86.7	53.5	18.1	160.6	-2.3	-1.5%	0.0	54.8%	116.9



Controlled Funds – Vote 5

In Millions

Vote	Control Fund	Project OPI Branch	OCI Branch	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 5 (in system)	Detection Technology & Lab CF	Information, Science & Technology Branch	Corporate Adjustment				0.0		0.0	0.0%	0	0.0%	0.0
			Information, Science & Technology Branch	14.7	0.8	4.2	9.7	4.4	10.3	70.3%	7,392,699	5.4%	6.0
	Detection Technology & Lab CF Total			14.7	0.8	4.2	9.7	4.4	10.3	70.3%	7,392,699	5.4%	6.0
	Fleet Controlled Fund	Finance & Corporate Management Branch	Corporate Adjustment		-0.0		0.0		0.0	0.0%	0	0.0%	-0.6
			Finance & Corporate Management Branch	5.7	3.0	3.2	-0.6	5.7	-0.0	-0.0%	0	52.5%	4.3
	Fleet Controlled Fund Total			5.7	2.9	3.2	-0.5	5.7	-0.0	-0.0%	0	51.9%	3.7
	IT Asset Lifecycle Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	0.3	0.0	0.1	0.2	0.1	0.2	67.2%	153,889	0.0%	0.0
	IT Asset Lifecycle Controlled Fund Total			0.3	0.0	0.1	0.2	0.1	0.2	67.2%	153,889	0.0%	0.0
	POE Infrastructure Controlled Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	21.3	10.5	15.2	-4.5	24.2	-2.9	-13.8%	0	49.4%	15.3
	POE Infrastructure Controlled Fund Total			21.3	10.5	15.2	-4.5	24.2	-2.9	-13.8%	0	49.4%	15.3
	Radio Controlled Fund	Information, Science & Technology Branch	Information, Science & Technology Branch	0.0		0.0	0.0		0.0	0.0%	0	0.0%	0.5
	Radio Controlled Fund Total			0.0		0.0	0.0		0.0	0.0%	0	0.0%	0.5
	Closed Circuit Television Mgmt (CCTV)	Finance & Corporate Management Branch	Atlantic Region			0.0	0.0		0.0	0.0%	0	0.0%	
			Finance & Corporate Management Branch	4.2	0.0	4.2	-0.0	4.7	-0.5	-11.7%	0	0.0%	
			Prairie Region			0.1	-0.1		0.0	0.0%	0	0.0%	
	Closed Circuit Television Mgmt (CCTV) Total			4.2	0.0	4.3	-0.1	4.7	-0.5	-11.7%	0	0.0%	
	Personal Protection Equipment Fund	Finance & Corporate Management Branch	Finance & Corporate Management Branch	1.9	0.5	0.6	0.8	1.5	0.4	18.6%	0	24.8%	
	Personal Protection Equipment Fund Total			1.9	0.5	0.6	0.8	1.5	0.4	18.6%	0	24.8%	
Vote 5 Total			48.1	14.7	27.8	5.6	40.6	7.5	15.5%	0	30.6%	25.5	
Control Funds Grand Total			206.3	101.4	81.3	23.7	201.2	5.1	2.5%		49.1%	142.4	



Corporate Accounts

In Millions

Vote	Salary/Non-Salary	Funds Center	Budget	Actuals	Commitments	Free Balance	Forecast	Net Position	Net Position as % of Budget	Lapse at Risk	Actuals as % of Budget	Previous Year Actuals
Vote 1	Salary	Worker's Compensation	4.4	2.0	2.5	-0.1	4.4	0.0	0.0%	0	46.1%	5.0
	Salary Total		4.4	2.0	2.5	-0.1	4.4	0.0	0.0%	0	46.1%	5.0
	Non-Salary	PILT	4.1	2.4	2.4	-0.6	4.7	-0.6	-15.3%	0	57.7%	4.2
		Claims against the Crown	0.0	0.0		0.0		0.0	0.0%	0	0.0%	0.6
		Settlement Fund	2.0	0.7	0.0	1.3	2.2	-0.2	-9.7%	0	33.1%	
		Public Prosecution Service of	5.0	3.0	0.9	1.1	3.9	1.1	22.0%	0.9	59.1%	
	Non-Salary Total		11.1	6.0	3.3	1.8	10.8	0.3	2.5%	0	53.9%	4.8
Vote 1 Total		15.5	8.0	5.8	1.8	15.3	0.3	1.8%	0	51.6%	9.8	
Grand Total			15.5	8.0	5.8	1.8	15.3	0.3	1.8%	0	51.6%	9.8



Anticipated Budget Adjustments

In Millions

Vote	Breakdown	Adjustment Name	10100	10200	10300	10400	10500	10600	10700	10800	10900	11000	11100	11200	20100	20200	20300	20400	20500	30100	30200	30300	30400	30500	30600	30700	30800	30900	31000	99999	Grand Total
Vote 1	Regular	Collective Agreement & Phoenix Damage Allowance Load	0.1	0.5	0.0	2.5	3.1	0.1	0.3	0.1	0.2	1.2	0.8	0.3	0.8	0.6	0.6	0.4	0.3	2.6	1.1	0.1	2.9	0.6	0.2	0.5	1.3	0.1	0.4		21.9
		Collective Agreement Budget Adjustment	0.0	0.1	0.0	0.4	0.5	0.0	0.0	0.0	0.0	0.2	0.2	0.0	0.2	0.1	0.1	0.1	0.1	0.6	0.3	0.0	0.6	0.1	0.0	0.1	0.3	0.0	0.1	-4.2	0.0
		Move into the FIMC Reserve		-1.0		0.1	4.1			-2.0		0.1	21.3	3.9	-3.4	-4.0	-2.5	-4.3		-1.6	-0.9	-0.1	-0.8	-2.4	0.5	-4.3	5.6	0.1		-8.3	0.0
	Regular Total	0.2	-0.4	0.0	3.0	7.7	0.1	0.3	-2.0	0.2	1.6	22.3	4.2	-2.5	-3.3	-1.8	-3.8	0.4	1.7	0.5	-0.0	2.7	-1.7	0.7	-3.7	7.2	0.2	0.4	-12.6	21.9	
Vote 1 Total			0.2	-0.4	0.0	3.0	7.7	0.1	0.3	-2.0	0.2	1.6	22.3	4.2	-2.5	-3.3	-1.8	-3.8	0.4	1.7	0.5	-0.0	2.7	-1.7	0.7	-3.7	7.2	0.2	0.4	-12.6	21.9
Vote 5	Regular	Move into the FIMC Reserve				0.7	-5.2						3.0	0.7														0.2		0.6	0.0
	Regular Total					0.7	-5.2						3.0	0.7														0.2		0.6	0.0
Vote 5 Total						0.7	-5.2						3.0	0.7														0.2		0.6	0.0
Grand Total			0.2	-0.4	0.0	3.7	2.6	0.1	0.3	-2.0	0.2	1.6	25.2	4.9	-2.5	-3.3	-1.8	-3.8	0.4	1.7	0.5	-0.0	2.7	-1.7	0.7	-3.7	7.2	0.5	0.4	-11.9	21.9



Earmarked – TB Funded Projects

Category	Item (In Millions)	Vote 1			Vote 5		
		Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
TB Funded Projects	All Weather Facility	-0.0	0.0	0.0		0.2	0.2
	Asylum Interoperability Project (AIP)	1.6	1.3	2.9			
	BTB - Lacolle Traveller	0.0	0.0	0.0			
	BTB - North Portal		-0.4	-0.4		-0.5	-0.5
	CARM	12.3	23.2	35.4	6.5	18.1	24.6
	Entry-Exit	2.3	2.6	4.9	-0.3	-1.2	-1.5
	Gordie Howe International Bridge POE	0.3	0.0	0.3			
	ICSI - Marine Container Examination		8.2	8.2		5.1	5.1
	Integrated Staffing Solution (ISS)	-0.1	0.2	0.1	-0.2	-0.0	-0.3
	Interactive Advance Passenger Information					0.0	0.0
	Passenger Protect Program	0.0	0.0	0.0	-0.0	0.0	-0.0
	POEMS (Port of Entry Management System)		-0.3	-0.3			
	Postal Modernization Initiative (PMI)				-0.5		-0.5
	Strengthening the National Immigration Detention Framework	-0.1	0.3	0.3	-0.0	3.7	3.7
	Traveller Processing Modernization						
	Trusted Trader - FAST				0.3	0.2	0.5
Total Earmarked TB Funded Projects		16.2	35.3	51.5	5.7	25.6	31.3



Carry-forward Requests

Carryforwards (in Millions)	Approved in Principle Q2						Q3 Carryforward requests / Incremental Requests						Total Carryforward requests as at Q3					
	Vote 1			Vote 5			Vote 1			Vote 5			Vote 1			Vote 5		
	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5	Salary	Non Salary	Vote 1	Capital Salary	Capital	Vote 5
Carry-forward Requests <small>Approved in Principle Q2</small>																		
Dynamic Risking ^{Travellers}	1.1	1.5	2.6				-0.04		-0.04				1.1	1.5	2.5			
Investment Planning Unit ^{FCMB}	0.2		0.2										0.2		0.2			
Revenue Generation ^{FCMB}		1.9	1.9					-0.2	-0.2					1.7	1.7			
Efficiency & Modernization Program ^{FCMB}		5.0	5.0					-1.0	-1.0					4.0	4.0			
GCWorkplace ^{FCMB}	0.5	3.2	3.7										0.5	3.2	3.7			
Federal Contaminated Sites ^{FCMB}		0.1	0.1					-0.0	-0.0					0.1	0.1			
Mobile Border ^{Travellers}	0.2	0.2	0.4	0.3	0.5	0.7	-0.03		-0.03	-0.2	-0.03	-0.2	0.2	0.2	0.4	0.1	0.4	0.5
Enterprise Data Analytics (EDA) ^{SPB}		1.8	1.8					-0.2	-0.2					1.5	1.5			
Asylum/Irregular Migration ^{IEB}	22.5	77.6	100.2		0.9	0.9							22.5	77.6	100.2		0.9	0.9
Total Carry-forward Requests <small>Approved in Principle Q2</small>	24.6	91.2	115.8	0.3	1.3	1.6	-0.1	-1.5	-1.5	-0.2	-0.0	-0.2	24.6	89.7	114.3	0.1	1.3	1.4
Carry-forwards Requests <small>Seeking Approval in Principle at Q3</small>																		
Base - Rigaud Water Quality and Heating Improvement Upgrade ^{FCMB}											0.8	0.8					0.8	0.8
Efficiency & Modernization Program ^{FCMB}							0.3		0.3				0.3		0.3			
SAP S/4 - Ariba ^{FCMB}											1.3	1.3					1.3	1.3
Revenue Generation ^{FCMB}							0.2		0.2				0.2		0.2			
GCWorkplace ^{FCMB}							0.02		0.02				0.02		0.02			
Defensive Equipment ^{HRB}								0.7	0.7					0.7	0.7			
African Swine Fever (ASF) ^{CTB}							0.9	1.7	2.6				0.9	1.7	2.6			
Guns and Gangs (G&G) ^{CTB}							2.4	0.9	3.3	0.2	6.5	6.7	2.4	0.9	3.3	0.2	6.5	6.7
Opioid/Fentanyl ^{CTB}							0.6	2.9	3.5		0.9	0.9	0.6	2.9	3.5		0.9	0.9
Secure Corridor Concept ^{CTB}							0.2	0.02	0.2	0.1	0.5	0.6	0.2	0.02	0.2	0.1	0.5	0.6
Irregular Migration ^{IEB}							0.7	0.2	0.9		5.2	5.2	0.7	0.2	0.9		5.2	5.2
Human Trafficking ^{IEB}							0.4	0.2	0.6				0.4	0.2	0.6			
Mobile Border ^{Travellers}								0.1	0.1					0.1	0.1			
RTP-Air ^{TRAVELLERS}										0.2	0.4	0.6				0.2	0.4	0.6
RTP-Land ^{TRAVELLERS}							0.02	0.3	0.4	0.6	6.3	6.9	0.02	0.3	0.4	0.6	6.3	6.9
Dynamic Risking ^{TRAVELLERS}								0.2	0.2					0.2	0.2			
Preclearance ^{TRAVELLERS}								0.5	0.5		0.3	0.3		0.5	0.5		0.3	0.3
NGHH ^{TRAVELLERS}								0.1	0.1		0.03	0.0		0.1	0.1		0.03	0.0
CoT:ATI ^{TRAVELLERS}							0.1	0.4	0.5	0.1		0.1	0.1	0.4	0.5	0.1		0.1
Temporary Resident Contingency ^{Travellers}							0.9		0.9				0.9		0.9			
EDA ^{SPB}							1.5		1.5				1.5		1.5			
Cannabis Legalization (For 2021-22) (HI) ^{SPB}							1.1	0.1	1.1				1.1	0.1	1.1			
Digital Workplace/ Collaboration Eco-system ^{ISTB}								0.5	0.5					0.5	0.5			
Accelerated Radio Deployment Program (ARDP) ^{ISTB}								1.4	1.4					1.4	1.4			
Total Carry-forwards Requests <small>Seeking Approval in Principle</small>							9.2	10.3	19.4	1.2	22.0	23.2	9.2	10.3	19.4	1.2	22.0	23.2



Horizontal Initiatives

Branch	Program Inventory	2020-21 Planned Spending	Actuals	Deem Spend Actual	Variance (Planned vs Actuals)	Burn Rate (planned vs Actuals)	Budget	Forecast
INITIATIVE TO TAKE ACTION ON GUN AND GANG VIOLENCE (WBS H-00006 and C-00068)								
Commercial	Targeting	1,638,313	-	198,163	1,440,150	12%	70,000	-
	Intelligence Collection & Analysis	164,741	-	19,265	145,476	12%	1,428,478	-
	Commercial-Trade Facilitation and Compliance	6,524,220	547,993	60,039	5,916,189	9%	1,528,397	1,071,820
	Force Generation	2,486,586	-	1,871,771	614,815	75%	1,817,841	31,302
	Buildings and Equipment	1,433,899	241,932	167,215	1,024,752	29%	8,105,785	6,293,027
	Field Technology Support	17,731,655	854,108	437,282	16,440,265	7%	6,680,824	1,842,258
	Internal Services	846,370	-	637,103	209,267	75%	-	-
Total Guns and Gangs		30,825,784	1,644,032	3,390,836	25,790,915	16%	19,631,325	9,238,407
ADDRESSING THE OPIOID CRISIS (WBS C-00048)								
Commercial	Targeting	296,038	148,389	36,285	111,364	62%	247,835	260,985
	Intelligence Collection & Analysis	660,198	167,341	81,259	411,598	38%	552,248	102,130
	Commercial-Trade Facilitation and Compliance	471,740	138,199	46,670	286,872	39%	1,757,409	2,707,987
	Force Generation	386,430	-	290,884	95,546	75%	377,552	-
	Buildings and Equipment	512,201	1,503,211	28,763	1,019,772	299%	3,941,215	94,145
	Field Technology Support	2,168,392	-	230,616	1,937,776	11%	2,262,026	1,580,895
	Internal Services	818,000	-	615,747	202,253	75%	-	-
Total Opioids		5,313,000	1,957,139	1,330,224	2,025,637	62%	9,138,285	4,746,142
BUILDING LAW ENFORCEMENT CAPACITY TO ADDRESS DRUG IMPAIRED DRIVING (IO 723022)								
Traveller	Targeting	-	-	-	-		9,212	Forecast information is not available by IO
	Traveller Facilitation and Compliance	1,404,628	7,560	309,949	1,087,119	23%	226,328	
	Force Generation	3,123,750	1,483	1,575,648	1,546,619	50%	28,210	
	Buildings and Equipment	39,847	-	31,020	8,827	78%	-	
	Financial Management	-	-	-	-		3,214	
	Internal Services	121,775	-	91,666	30,109	75%	-	
Total Drug Impaired Driving		4,690,000	9,043	2,008,284	2,672,674	43%	266,964	

* Deemed spent actuals represent costs related to Custodial, Force Generation, Internal Services, Employee Benefit Plan (EBP), Public Services and Procurement Canada (PSPC) and Shared Services Canada (SSC) costs reported in 2020-21 DP. A prorated rate was applied to come up with a Q2 amount.

** No Program Inventory (PI) re-alignment was applied to the data. Data sources include are BPC, CAS and 2020-2021 DP.



Horizontal Initiatives

Branch	Program Inventory	2020-21 Planned Spending	Actuals	Deem Spend Actual	Variance (Planned vs Actuals)	Burn Rate (planned vs Actuals)	Budget	Forecast
FEDERAL FRAMEWORK FOR THE LEGALIZATION & REGULATION OF CANNABIS (IO 723072)								
Strategic Policy	Targeting	-	3,000	-	-	3,000	-	Forecast information is not available by IO
	Traveller Facilitation and Compliance	6,853,724	-	763,357	6,090,367	11%	-	
	Recourse	689,430	269,542	48,956	370,932	46%	525,755	
	Buildings and Equipment	-	-	380,265	-	380,265	-	
	Field Technology Support	241,015	70,605	22,805	147,604	39%	199,296	
	Management and Oversight	-	343,482	-	-	343,482	840,922	
	Legal Services	-	-	-	-	-	20,440	
	Information Technology	-	-	-	-	-	185,673	
	Internal Services	1,314,883	-	937,773	377,110	71%	-	
Total Cannabis		9,099,052	686,629	2,153,155	6,259,268	31%	1,772,086	
HUMAN TRAFFICKING (IO 724432 and WBS H-00012)								
Strategic Policy	Targeting	167,235	-	30,207	137,028	18%	Budget and forecast information is not available by IO	
	Intelligence Collection & Analysis	1,240,495	276,500	231,394	732,601	41%		
	Force Generation	5,883	-	1,223	4,660	21%		
	Management and Oversight	-	135,363	1,420	-	136,783		
	Communications Services	-	-	5,277	-	5,277		
	Legal Services	-	-	340	-	340		
	Human Resources Management	-	-	7,623	-	7,623		
	Financial Management	-	-	7,329	-	7,329		
	Information Technology	-	-	31,569	-	31,569		
Internal Services		247,974	-	133,104	114,870	54%		
Total Human Trafficking		1,661,587	411,863	449,486	800,237	52%		
CANADIAN DRUG & SUBSTANCES STRATEGY / NATIONAL ANTI DRUG STRATEGY								
Intelligence and Enforcement	Targeting	2,100,000	-	1,580,769	519,231	75%	Budget and forecast information is included within permanent funding	
	Criminal Investigations	200,000	-	150,549	49,451	75%		
	Internal Services	1,300,000	-	978,571	321,429	75%		
Total NADS		3,600,000	-	2,709,890	890,110	75%		
Fed. Contaminated Sites (Direct Costs) (WBS H-00010)								
FCMB - National	Buildings and Equipment	438,986	86,902	-	352,084	20%	373,138	310,250
	Total FCSAP	438,986	86,902	-	352,084	20%	373,138	310,250

* Deemed spent actuals represent costs related to Custodial, Force Generation, Internal Services, Employee Benefit Plan (EBP), Public Services and Procurement Canada (PSPC) and Shared Services Canada (SSC) costs reported in 2020-21 DP. A prorated rate was applied to come up with a Q2 amount.

** No Program Inventory (PI) re-alignment was applied to the data. Data sources include are BPC, CAS and 2020-2021 DP.



Agency Reserve – Business Line Portfolios

	Program Inventory (in millions)		2020-21 Budget		Variance Explanation	
	PI	PI Name	Vote 1	Vote 5	Vote 1	Vote 5
Intelligence & Enforcement (Border Management)	10100	Targeting	1.2	0.0	\$1.2M Earmarked for eManifest (Public Account adj)	
	10200	Intelligence Collection & Analysis	1.9	0.0	\$1.55M Earmarked for eManifest (Public Account adj) \$394k Earmarked for Missions Abroad - GAC transfer	
	10300	Security Screening	0.9	0.0	\$29k Earmarked for Immigration Levels Plan 2019-2021 \$851k Earmarked for Temporary Residents Contingency \$1,536 Earmarked for Immigration Levels Plan 2020-2022	
	Total		4.0	0.0		
Intelligence & Enforcement (Border Enforcement)	20100	Immigration Investigations	0.0	0.0	\$23k Earmarked for Immigration Levels Plan 2019-2021 \$24k Earmarked for Division 9 \$971 Earmarked for Immigration Levels Plan 2020-2022	
	20200	Detentions	0.0	0.0	\$8k Earmarked for Immigration Levels Plan 2019-2021	
	20300	Hearings	0.0	0.0	\$9.8k Earmarked for Immigration Levels Plan 2019-2021 \$339 Earmarked for Immigration Levels Plan 2020-2022	
	20400	Removals	0.0	0.0	\$1.7k Earmarked for Immigration Levels Plan 2019-2021	
	20500	Criminal investigations	0.0	0.0		
	Total		0.1	0.0		
Traveller	10400	Traveller Facilitation & Compliance	4.1	0.0	\$1.475M Earmarked funding from RCMP for Firearms Act transfer \$814k Earmarked for Immigration Levels Plan 2019-2021 \$675k Cannabis Contingency \$19k Earmarked for Immigration Levels Plan 2020-2022 \$1.13M Earmarked for Cannabis Legalization (for 2021-22)	
	10700	Trusted Traveller	0.0	0.0		
	Total		4.1	0.0		
Commercial & Trade	10500	Commercial-Trade Facilitation & Compliance	1.3	0.0	\$1.2M CARM Carryforward (Public Account adj) \$100k Earmarked for Guns & Gangs	
	10600	Anti-dumping & Countervailing	0.0	0.0		
	10800	Trusted Trader	0.0	0.0		
	Total		1.3	0.0		



Agency Reserve – Enabling Portfolios

	Program Inventory (in millions)		2020-21 Budget		Variance Explanation	
	PI	PI Name	Vote 1	Vote 5	Vote 1	Vote 5
Finance & Corporate Management	10900	Recourse	0.0	0.0		
	11100	Building & Equipment	0.9	5.0	\$309k Earmarked for ASF Custodial \$135k Earmarked for Guns & Gangs \$474k Earmarked for FMT transfer	\$5M Earmarked for North Portal \$25k Earmarked for Guns & Gangs
	30500	Financial Management	0.5	0.0	\$33k Earmarked for Immigration Levels Plan 2019-2021 \$273k Earmarked for V1 to V5 Reallocation - FCMB - Carryforward \$297 Anticipated funding for Immigration Levels Plan 2020-2022 \$191K Earmarked for FMT Transfer	
	30800	Real Property Management	0.3	0.0	\$92k Earmarked for Immigration Levels Plan 2019-2021 \$223 Anticipated funding for Immigration Levels Plan 2020-2022 \$212k Earmarked for FMT transfer	
	30900	Material Management	0.0	0.0		
	31000	Acquisition Management	0.0	0.0		
	Total		1.7	5.0		
Human Resources	11000	Force Generation	0.1	0.0	\$86.5k Earmarked for Immigration Levels Plan 2019-2021 \$39k Earmarked for TFAML \$12.8k Earmarked for Guns & Gangs \$11.3k Earmarked for Immigration Levels Plan 2020-2022 \$156 Earmarked for Human Trafficking \$34k Earmarked for Immigration Levels Plan 2019-2021	
	30400	Human Resource Management	0.0	0.0		
	Total		0.2	0.0		
Information Science & Technology	11200	Field Technology Support	0.0			
	30600	Information Management	0.0	0.0		
	30700	Information Technology	0.1	0.0	\$75k Earmarked for Immigration Levels 2019-2021	
Total		0.1	0.0			
Legal Services	30300	Legal Services	0.6	0.0	\$1.5k Earmarked for Immigration Levels Plan 2019-2021 \$553k Earmarked for Cannabis \$42k Earmarked for Division 9	
	Total		0.6	0.0		
Strategic Policy	30200	Communication Services	0.0	0.0		
	Total		0.0	0.0		
Management & Oversight	30100	Management & Oversight	1.1	0.0	\$884k Earmarked for Innovation Solutions Canada \$31.5k Earmarked for Immigration Levels Plan 2019-2021 \$203k Earmarked for FMT transfer	
	Total		1.1	0.0		
EBP Conversion	99999	EBP Conversion	-42.3	7.6		
	Total		-42.3	7.6		
Grand Total			-29.1	12.6		



FIMC Reserve Balance (FY 2021-22)

FY 2020-21: FIMC Reserve

FIMC Reserve Account	Vote 1			Vote 5			Grand Total
	1001	2001	Sub-total	5001	6001	Sub-total	
Q2 FIMC Reserve Balance	34,901,890	(63,645,741)	(28,743,851)	(1,082,067)	(2,473,203)	(3,555,270)	(32,299,121)
Q2 FSR Budget Adjustments - FIMC approved	(3,489,890)	(13,873,714)	(17,363,604)		(25,000)	(25,000)	(17,388,604)
Collective Agreement -shortfall absorbed by Agency	(4,210,028)		(4,210,028)			-	(4,210,028)
Other Adjustments	(672,946)	1,525,512	852,566	890,866	257,936	1,148,802	2,001,368
Pending Budget Adjustments (between Votes)	874,769	1,970,978	2,845,747	(874,769)	(1,970,978)	(2,845,747)	-
Biometrics Funding Released to Reserve	539,102	5,306,277	5,845,379	108,081	2,063,455	2,171,536	8,016,915
Detention Technology Controlled Fund Released to Reserve			-		10,100,000	10,100,000	10,100,000
Settlement-potential liability (TBC) - earmarked for FY 2021-22	(20,000,000)		(20,000,000)			-	(20,000,000)
CARM funding - earmarked for FY 2021-22		(26,000,000)	(26,000,000)			-	(26,000,000)
VNR Budget Reduction		(7,000,000)	(7,000,000)			-	(7,000,000)
Q3 FIMC Reserve Balance	7,942,897	(101,716,688)	(93,773,791)	(957,889)	7,952,210	6,994,321	(86,779,470)

Notes:

- As the Agency advances through the Q3 Financial Situation Reports and year-end, the actual and forecasted expenditures will continue to inform the status of the FIMC reserve to offset the deficit and identify additional funding available for carry forward.
- Q3 FSR information including declared surplus (to FIMC reserve) and carry forwards approved in principle are excluded.
- If the declared lapses (net of carry forward), \$67M in vote 1 and \$1M in vote 5, are transferred to the reserve, the above deficit would reduce to \$27M in vote 1 and increase the surplus in vote 5 to \$8M.



Multi-Year Agency Authorities

<i>(In Millions)</i>	2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Permanent Funding						
Base	\$1,299.4	\$41.1	\$1,260.8	\$42.3	\$1,250.0	\$42.3
Corporate Support	\$0.0	\$0.0	\$21.2	\$0.0	\$19.4	\$0.0
Collective Agreement	\$87.8	\$0.0	\$101.5	\$0.0	\$102.0	\$0.0
<i>Sub-Total</i>	\$1,387.2	\$41.1	\$1,383.5	\$42.3	\$1,371.4	\$42.3
Temporary Funding						
Policy	\$313.7	\$22.5	\$224.8	\$8.8	\$202.3	\$6.2
SPA	\$109.0	\$58.0	\$6.4	\$0.4	\$11.0	\$0.0
Projects	\$16.5	\$43.1	\$42.5	\$54.1	\$25.4	\$21.0
Modernizing Canada's Border Operations, inc. BIV 2019	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Carry Forward	\$177.3	\$84.4	\$0.0	\$0.0	\$0.0	\$0.0
<i>Sub-Total</i>	\$616.5	\$207.9	\$273.6	\$63.4	\$238.8	\$27.2
Frozen Funding						
SPA	\$2.3	\$0.0	\$92.9	\$0.0	\$103.3	\$0.0
Projects	\$13.8	\$35.5	\$5.6	\$0.8	\$5.6	\$0.8
Policy	\$3.8	\$14.3	\$20.8	\$0.0	\$20.1	\$0.0
<i>Sub-Total</i>	\$20.0	\$49.8	\$119.4	\$0.8	\$129.1	\$0.8
<i>Compensation Allocation</i>	\$0.0					
<i>Paylist</i>	\$9.0					
Total Authorities (not inc. EBP))	\$2,032.7	\$298.8	\$1,776.5	\$106.5	\$1,739.2	\$70.3
Total Available Authorities (not inc. EBP) less Frozen	\$2,012.7	\$249.0	\$1,657.1	\$105.7	\$1,610.2	\$69.5



Frozen Authorities

(in millions)	2020-21		2021-22		2022-23	
	Vote 1	Vote 5	Vote 1	Vote 5	Vote 1	Vote 5
Frozen Pending Conditions Policy						
Settling Syrian refugees	\$2.3		\$0.0	\$0.0	\$0.0	\$0.0
Mexico			\$19.2	\$0.0	\$19.2	\$0.0
Addressing the Challenges of African Swine Fever			\$0.0	\$0.0	\$0.0	\$0.0
Guns and Gangs	\$3.8	\$14.3	\$1.6	\$0.0	\$0.9	\$0.0
Asylum			\$0.0	\$0.0	\$0.0	\$0.0
Modernizing Canada's Border Operations			\$0.0	\$0.0	\$0.0	\$0.0
Temporary Resident			\$0.0	\$0.0	\$0.0	\$0.0
<i>Sub-Total</i>	\$6.2	\$14.3	\$20.8	\$0.0	\$20.1	\$0.0
Projects						
A-Base			\$0.0	\$0.0	\$0.0	\$0.0
Biometrics Expansion (Kiosk)	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
IAPI			\$4.8	\$0.0	\$4.8	\$0.0
eManifest (SPA)			\$72.1	\$0.0	\$72.1	\$0.0
CARM (Assessment and Revenue Management Project) (SPA)			\$20.8	\$0.0	\$31.2	\$0.0
Entry/Exit			\$0.0	\$0.0	\$0.0	\$0.0
Border Infrastructure (Lacolle)		\$12.1				
Integrated Cargo Security Initiative (MCEF)		\$5.6				
PPP (Passenger Protect Program)	\$3.3	\$8.2				
Postal Modernization Initiative (PMI)		\$8.3				
Gordie Howe International Bridge (GHIB)	\$8.5	\$0.1				
Addressing Drug Impaired Driving in Canada (DID)	\$1.2	\$0.6				
<i>Sub-Total</i>	\$13.8	\$35.5	\$98.6	\$0.8	\$109.0	\$0.8
Total Frozen Authorities - Pending Conditions	\$20.0	\$49.8	\$119.4	\$0.8	\$129.1	\$0.8
Total Frozen Authorities	\$20.0	\$49.8	\$119.4	\$0.8	\$129.1	\$0.8



Financial Tables

(Supporting Details - Not Intended for Discussion)

Apollo Document #:

Financial / PI / Volumetric Data Workbooks

Apollo Document #:

Branch/ Portfolio and Regional FSRs & Management Letters

Apollo Document #: